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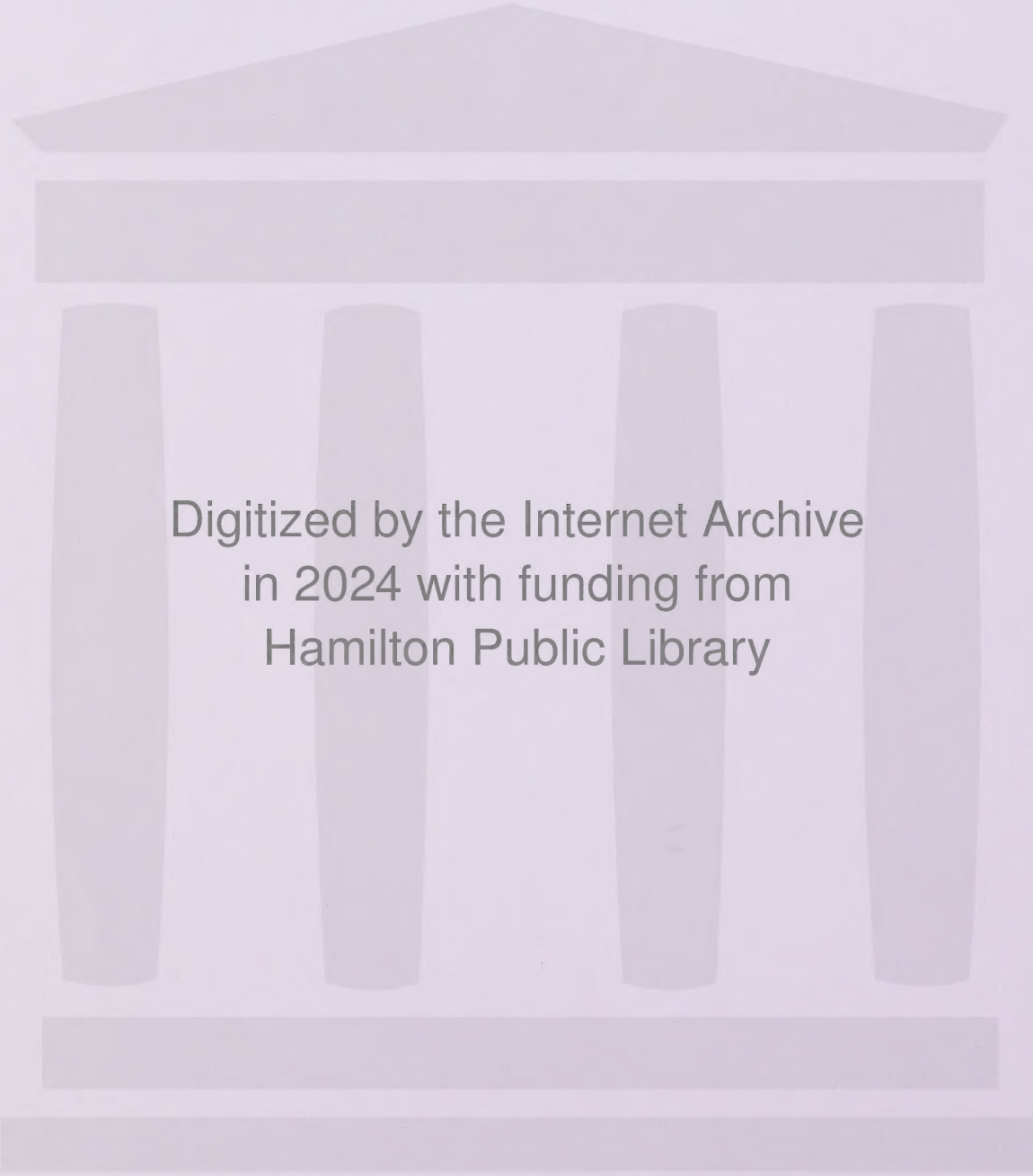
GOVERNMENT DOCUMENTS

The Regional Municipality of Hamilton- Wentworth



1996

BUDGET



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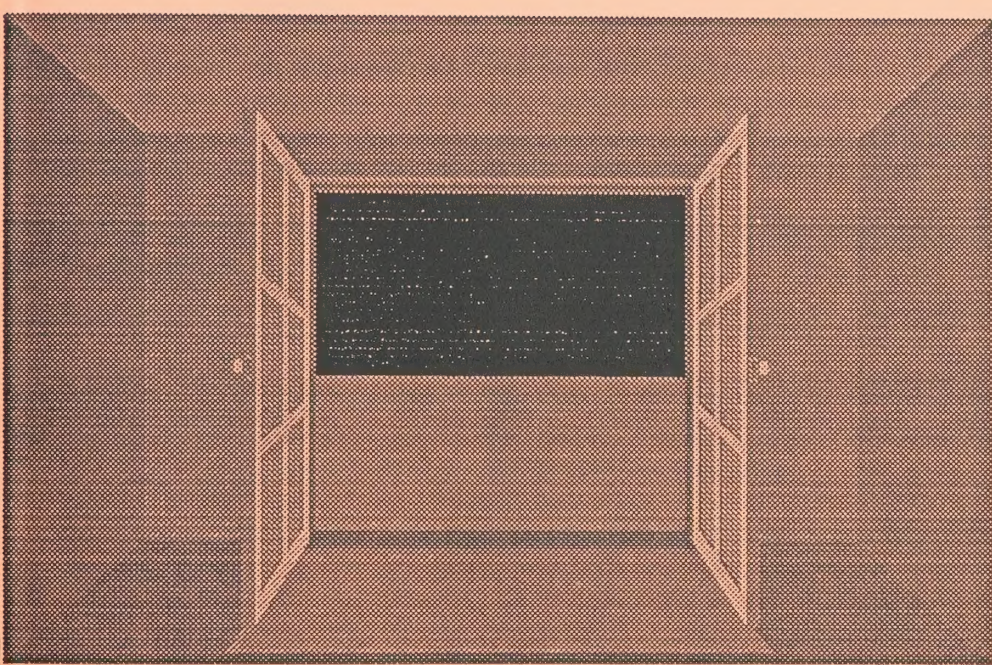


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INTRODUCTION



INTRODUCTION

The financial challenges imposed on Regional Government through funding reductions announced in the November 29th, 1995 Provincial Economic Statement are unprecedented. Provincial funding reductions amounted to over \$10.5 million or 35% of the 1995 level, affecting all Regional services. The Region has faced tough economic decisions over the last several years and has done so in a manner sensitive to the property tax paying customer. Council continues to face these challenges with the objective of providing effective service in a fiscally responsible manner.

Council approached the review and approval of the 1996 Operating and Capital Budgets with consideration given to the impact of further Provincial funding reductions in 1997. Initiatives implemented in 1995 continue in 1996 with the expectation of reducing our financial dependence on Provincial and Federal funding in 1997 and the future.

Council instructed staff, with assistance from the community, to undertake a number of initiatives in 1995 to assist in setting budget priorities for future years. They included:

- i) Service priority and potential alternative methods of service delivery, established through results of a customer attitude survey. Over half of the residents of Hamilton-Wentworth listed seventeen of our thirty-two community services as being "very important".
- ii) Opportunities for sharing resources with municipalities and other public and private organizations continue to be pursued.
- i) Implementation of the Renaissance Project, a community plan intended to achieve the goals of Vision 2020. The primary goal is to ensure the retention and expansion of existing businesses and their jobs, while attracting new ventures, investment and increased employment and the incorporation of sustainable development principles in community economic development activities.

The focus on meeting the expectation of property taxpayers resulted in Council directing that proposed solutions be provided under the following categories:

- a) Productivity Improvement and Marginal Rationalization
- b) Revenue-generation opportunities
- c) Financial adjustments and innovative financing options
- d) Service rationalization (only after fully exploring the foregoing)



INTRODUCTION CON'T

The Police Service maintained its service level with a commitment to add an additional 25 Police Officers in 1997. Though Provincial funding cuts have been unprecedented, efforts of Regional Council resulted in a funding commitment from the Province of \$100 million over 5 years towards the completion of the Red Hill Creek Expressway. Commitment to the environment resulted in the approval of a \$10 million Combined Sewer Overflow tank to be built at the North end of Catherine Street and enhanced roadside pickup of White Goods and Leaf Waste. The economic environment in Hamilton-Wentworth continues on a positive note with the projected reduction in General Welfare recipients to continue into 1996. Homes for the Aged Capital initiatives will result in up to date facilities attracting a full capacity service.

The privatization of the Hamilton Airport to Tradeport Inc. is expected to be a fiscally prudent decision for both current and more importantly future taxpayers of Hamilton-Wentworth.

THE 1996 REGIONAL BUDGET

The 1996 Budget process was one of the most fiscally challenging due largely to unprecedented reductions in Provincial funding.

Reductions began in July 1995, with the Minister of Finance announcing \$1.9 billion in spending cuts for the 1995/96 fiscal year. The major areas impacted were:

- Social Assistance rates reduced by 21.6%,
- Elimination of enhanced welfare subsidy where caseloads exceed 4.5% of the population,
- Conversion of 100% provincially funded Jobs Ontario child care spaces to regular spaces funded 80% by the Province and 20% by the Region,
- Reductions in Provincial Ministry budgets for Transportation, Community and Social Services and Municipal Affairs and Housing.

On November 29, 1995 the Provincial government issued its "Economic Statement" which announced the conversion of the Unconditional Grant program into the Ontario Municipal Support Program (OMSP). The new program folded the Municipal Roads Support Program and the Community Transportation Assistance Program into the Unconditional Grants and converted them into a block funding program.

The total funding envelope for this new program was announced to be \$997 million for the fiscal year 1996/97, a reduction of \$291 million or 22.5% from the total of the former 3 program funding envelopes.

On December 27, 1995, details on each municipality's share of the funding envelope were released. The funding reduction to the Regional Municipality of Hamilton-Wentworth was announced to be \$10.5 million or 35.2%, instead of the 22.5% originally announced.

To maintain programs and services at the 1995 level the average household tax bill would have to have been increased by approximately \$34 or 6%.



INTRODUCTION CON'T

Council directed that a two year budget strategy be derived using criteria which insured sensitivity to service delivery. The categories used were:

- ☐ Productivity Improvement and Marginal Rationalization
- ☐ Revenue generation opportunities
- ☐ Financial Adjustments and innovative financing options
- ☐ Service rationalization

After a lengthy and difficult process weighing service level reductions against levy increases Council approved the Current and Capital Budget on April 2, 1996.

The 1996 Budget represents a 1.6% or \$9 increase for the average residential property taxpayer. The average utility bill rose 8.1% or \$18.11 over 1995.

Provincial Funding reductions clearly require that the Region continue to seek out alternatives which will result in decreased reliance on Provincial funding now and in the future. Phase II of the Management Action Plan approved by Council in May of 1996 results in the restructuring of the corporation and provides the basis for Phase III: re-engineering of corporate departments which will result in efficient and effective service to the taxpayer with less reliance on Provincial funding.

Capital expenditures have been pared back extensively minimizing new capital projects dependant on development charge funding. Capital spending is focused on maintaining the existing infrastructure as well as the continued improvements to the environmental ecosystem of the community. An Infrastructure planning process has been initiated in 1996 with an view to insuring that Capital projects initiated in 1997 mesh the responsibility of financial stewardship with future objectives outlined in Vision 2020, as a sustainable community.

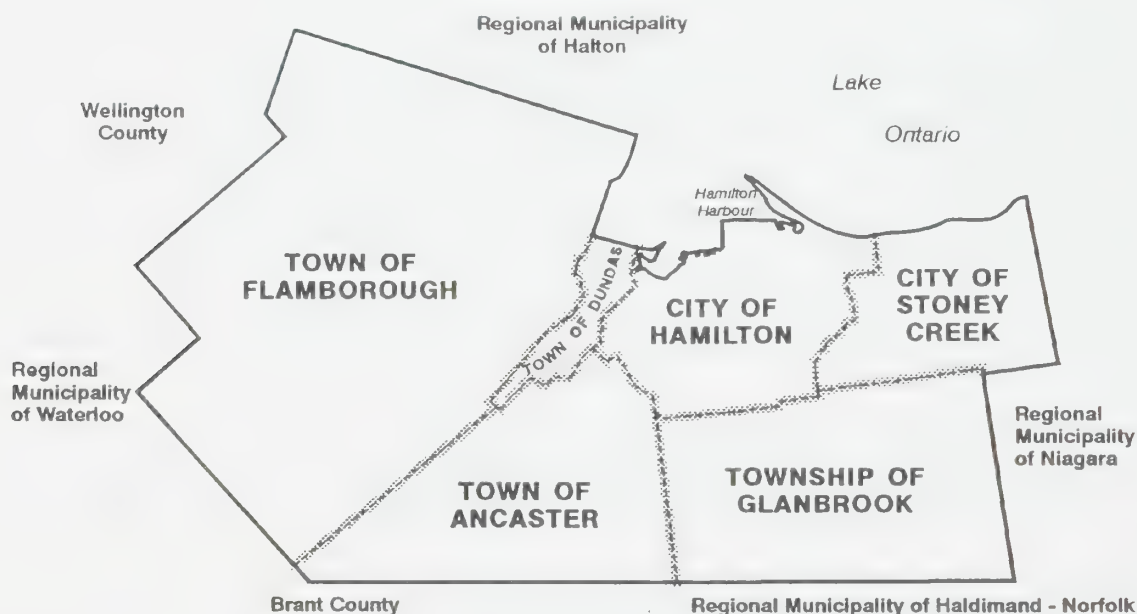
The 1996 Budget reflects Regional Council's commitment to serve the best interests of the community.

Regional Government will continue to view with concern the financial challenges ahead. The potential for further reductions in transfer payments from both the Federal/Provincial levels and continued downloading of service responsibility represent major hurdles to overcome.

The Region is committed to reducing the cost of government. Strategic planning, community involvement, privatization and innovative service delivery will continue to be pursued and implemented.



THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH



The Region was created in 1973 by the Ontario Legislature under The Regional Municipality of Hamilton-Wentworth Act, 1973. This Act established the Regional Corporation as a municipal corporation in the Province of Ontario and incorporated within the Region the Cities of Hamilton and Stoney Creek, the Towns of Ancaster, Dundas and Flamborough, and the Township of Glanbrook.

Statistical Data

Area Municipality	Population	No. of Households	Size (Hectares)	Density	Council Members	% of
				Per Hectare		Total Population
Ancaster	23,453	7,586	18,057	1.30	2	5.1
Dundas	22,845	8,588	2,350	9.72	2	4.9
Flamborough	32,934	11,368	49,613	0.66	2	7.1
Glanbrook	10,487	3,542	20,412	0.51	2	2.3
Hamilton	318,879	134,713	12,224	26.09	17	69.0
Stoney Creek	53,878	18,556	9,480	5.68	2	11.6
Chairman					1	
Total	462,476	184,353	112,136		28	100.0

SOURCE:

1995 Regional Assessment Year-end Reports

MEMBERS OF REGIONAL COUNCIL

1994-1997

CHAIRMAN

Terry Cooke

Town of Ancaster

Mayor - Robert E. Wade

Councillor - Ann Sloat

Town of Dundas

Mayor - John Addison

Councillor - John Prentice

Town of Flamborough

Mayor - Ted McMeekin

Councillor - Dave Braden

Township of Glanbrook

Mayor - Glen Etherington

Councillor - Frank MacIntyre

City of Stoney Creek

Mayor - Anne Bain

Councillor - Grant Shaw

City of Hamilton

Mayor - Robert Morrow

Councillor - Vince Agro

Councillor - Terry Anderson

Councillor - Marvin Caplan

Councillor - Bob Charters

Councillor - Chad Collins

Councillor - Geraldine Copps

Councillor - Frank D'Amico

Councillor - Don Drury

Councillor - Fred Eisenberger

Councillor - Tom Jackson

Councillor - Mary Kiss

Councillor - William McCulloch

Councillor - Henry Merling

Councillor - Bernie Morelli

Councillor - Don Ross

Councillor - Dave Wilson



REGIONAL ADMINISTRATION

M. Fenn Chief Administrative Officer	OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER	Co-ordination of Regional Administration, Internal Audit Emergency Services
<i>Administrative Departments</i>		
R.C. Prowse	REGIONAL CLERK	Secretariat Services - Council and Committees
R. Roszell Commissioner	REGIONAL LEGAL SERVICES	Legal Services - Council, Departments and Boards
J. Johnston Commissioner	REGIONAL HUMAN RESOURCE SERVICES	Human Resources - Region and City of Hamilton
J. Bruzzese Acting Regional Treasurer & Commissioner	REGIONAL FINANCIAL SERVICES	Financial Services Accounting Services Grants
J. Hindson Director	INFORMATION SYSTEMS	Systems Development Information Services and Support
<i>Operating Departments</i>		
D. Turvey Commissioner	REGIONAL TRANSPORTATION DEPARTMENT	Roads, Hamilton Street Railway Red Hill Creek Expressway
J.D. Thoms Commissioner	REGIONAL ENVIRONMENT DEPARTMENT	Waterworks, Sanitary Sewers Storm Sewers, Waste Mgmt Official Plan, Land Division and Planning Services
M. James Medical Officer of Health	REGIONAL PUBLIC HEALTH DEPARTMENT	Health Services
M. Schuster Commissioner	REGIONAL COMMUNITY SERVICES DEPARTMENT	Social Assistance, Services for Seniors Children's Services Community Grants
N. Catalano Director	ECONOMIC DEVELOPMENT	Economic Promotion Business Promotion Industrial Parks
B. MacSween Acting General Manager	HAMILTON CIVIC AIRPORT	Airport Administration



REVENUE SOURCES

The Regional Government in Hamilton-Wentworth is the upper tier of a two-tier system of municipal government, with the six Area Municipalities comprising the lower tier. The Region is generally responsible for specific legislated functions common to the entire Regional Area and has the exclusive authority to issue debentures for the purpose of financing its (capital) projects and those of the Area Municipalities.

Revenue Sources

The Budget plan predicts a balanced budget for 1996 and future years. Expenditures for current purposes to be funded from Reserves are reflected in the current operating budget. The Capital Budget reflects funding requirements for projects in progress as well as new projects.

Taxation

Regional tax revenue comes from the following tax bases: General Levy, Transit Levy, Storm Levy and Library Levy. This revenue is raised each year through requisitions by Regional Council from the supporting Area Municipalities, which in turn levy the taxpayers. The Region apportions the General Levy among the Area Municipalities by applying the proportionate share of the total discounted equalized assessment for the Region which is established for each Area Municipality to the total general levy to be raised by the Region. The Library Levy, involving four of the six Area Municipalities, is apportioned on a similar basis, while the Storm and Transit Levies are fully apportioned to Hamilton only. Taxation revenue is calculated by multiplying the applicable Mill Rate by the individual property assessment values. The Region collects the revenue from the Area Municipalities by way of an Interim Levy and a Final Levy. The former represents 50% of the prior year's total levies while the Final Levy is the current year's forecast levy requirements less the Interim Levy.

Grants From Senior Levels of Government

The Province of Ontario, under various provincial statutes and regulations, makes Conditional and Unconditional Grants to both the Regional Corporation and the Area Municipalities in support of their current and capital expenditures. Conditional Grants are based on or are related to specific types of expenditure, such as general welfare assistance and public transportation, and must be used to finance those expenditures. For 1996, these grants have been approved in the amount of \$145.8M with the largest recipients being Social and Family Services, Transportation and Health Services. Unconditional grants are based on various factors including households, levies, and assessment and are used for general operating purposes. These grants have been approved in the amount of \$19.3M for 1996. The General Levy portion is allocated to all such programs based on their proportionate share of the General Levy.

User Fees

Water and Sewage costs are recovered through rates, for a residence with a meter based on actual usage, and for a residence without a meter based on the assessed value of the property. Costs for other services such as resident care per diems for the Homes for the Aged and operating expenditures for Solid Waste disposal and Public Transit are only partially funded from user fees. Some services are provided by the Region to the Area Municipalities on the basis of 100% cost-reimbursement.



1996 BUDGET PROCESS OVERVIEW

ADMINISTRATIVE PROCESS

JULY TO AUG./95	FINANCE	• Preparation of 1996 MACRO Forecast and multi-year projection • Research Variables/Distribute Guidelines for Budget preparation • Draft Timetable for 1996 (Current and Capital) • Planning for Management Team Budget Strategy Meeting
AUG. 10/95	EXTENDED MANAGEMENT TEAM	MANAGEMENT TEAM BUDGET STRATEGY MEETING ("BUDGET DAY") • Review and Endorsement of 1996 Budget Strategy Package ⇒ Economic Outlook ⇒ 1995 Fiscal Outlook - Update ⇒ 1996 Macro Budget Overview (driving factors) ⇒ Process and Timetable ⇒ Strategies ⇒ Restructuring Report - CAO's
AUG. TO OCT./95	DEPARTMENTS, BOARDS, AGENCIES AND COMMISSIONS	• Preparation of Detailed Operating and Capital Budget
SEPT. TO NOV. 15/95	FINANCE	• Financial analysis of Current Budget and Capital Budget Submissions • Administrative Departments considered collectively • Preparation of budget highlights for Peer Group review • Macro and process updates to Management Team • Recommendation of Current and Capital Policies • Update of Capital Financing Plans and Reserve Forecast • Review of "Non-Residential" Development Charges • User Fee Analysis



1996 BUDGET PROCESS OVERVIEW

POLITICAL PROCESS

JULY 25/95	REGIONAL CHAIRMAN'S BUDGET STEERING COMMITTEE	1996 BUDGET KICK-OFF MEETING • Review of Macro Budget Timetable • Review of CAO's Corporate Restructuring Report • Economic Synopsis - Budget Statement
AUG. 23/95	REGIONAL CHAIRMAN'S BUDGET STEERING COMMITTEE	1996 BUDGET STRATEGY MEETING • Review and Approval of 1996 Budget Strategy Report (CAO 95-013)
OCT. 17/95	REGIONAL COUNCIL	• Approval of 1996 User Fees
OCT. 26/95	REGIONAL CHAIRMAN'S BUDGET STEERING COMMITTEE	• Review of Current Budget Macro (5.1% or \$29) • Approval of Extension of Time Frame for 1996 Budget • Approval to deal with Impact of Provincial Announcement of Funding Reductions (CAO 95-016)
NOV. 23/95	REGIONAL CHAIRMAN'S BUDGET STEERING COMMITTEE	• Review of Current Budget Macro (5.1% or \$29) • Received CAO Report 95-018 respecting Process and Policy for Strategic Alliances
DEC. 18/95	COMMITTEE OF THE WHOLE	1996 BUDGET WORKSHOP • Financial Update ⇒ 1995 Fiscal Position ⇒ Reserve Forecast • Capital Budget Forecast Strategies / Considerations • Water / Sewer Budget Summary, Strategies / Considerations • Review of current Budget Macro (8.3% or \$47) ⇒ Action Plan to deal with Provincial Funding Reductions ⇒ Proposed Budget Timetable



1996 BUDGET PROCESS OVERVIEW

POLITICAL PROCESS

JAN 31/96	REGIONAL CHAIRMAN'S BUDGET STEERING COMMITTEE	• Current and Capital Budget Updates • Direction to Standing Committees to forward their respective departmental budgets within approved allocations • Funding of Development Charges shortfalls
FEB. 12 TO 16/96	STANDING COMMITTEES	• 1996 Current Budgets and 1996-2000 Capital Budgets forwarded to Committee of the Whole for approval
FEB. 20/96	REGIONAL COUNCIL	• Approval of 1996 Utility Rates
MARCH 7/96	COMMITTEE OF THE WHOLE	• Budget presented with a net levy increase of 3% or \$17 Budget Recommendations: • Accessible Transportation Services - increase to fares and taxi scrip coupon and establishment of application and registration fees • Referral 1996-2000 Capital Budgets and 1996 Current Budget to RCBSC to prepare report identifying ways and means to achieve 0% tax increase



1996 BUDGET PROCESS OVERVIEW

POLITICAL PROCESS

MARCH 26/96	REGIONAL CHAIRMAN'S BUDGET STEERING COMMITTEE	Budget Recommendations: • Increase to Conservation Authority Budget for Bicycle Paths (\$20,000) • 5% Reduction to Grants and Cultural Organizations • Reduction to funding for Royal Botanical Gardens • Direction to have Status report on the Roads Maintenance Study including feasibility of removing \$600,000 from Roads Maintenance budget provided to Committee of the Whole • Approval of Program Changes reducing the net levy increase to 1.6% or \$9
APRIL 2/96	REGIONAL COUNCIL	Budget Recommendations: • Adoption of RCBSC recommendations (March 26/96) • Sean O'Sullivan Research Centre funding of \$100,000 • Funding to be provided for hiring 25 additional police officers in 1997 to be achieved through increased efficiencies and cost reductions in Police Services Board budget • Final approval of the overall 1996-2000 Capital Budget and 1996 Current Budget at 1.64% or \$9 increase per household



1996 CURRENT BUDGET - PROPERTY TAX LEVY

	1995 Approved \$ (million)	1996 Approved \$ (million)	Increase \$ (million)	Increase %	Increase on Property Tax Bill	
					%	\$
REGIONAL DEPARTMENTS						
CAPITAL LEVY:						
Refinancing Requirements	0.0	3.4	3.4	N/A	2.0%	11
Provincial Subsidy Reductions	0.0	2.6	2.6	N/A	1.5%	9
Projects	19.9	20.6	0.7	3.5%	0.4%	2
SUBTOTAL CAPITAL LEVY	19.9	26.6	6.7	33.7%	3.9%	22
Operating Levy	108.0	94.1	(13.9)	-12.9%	-8.2%	(46)
Corporate Revenues	(35.1)	(35.0)	0.1	-0.3%	0.1%	1
Funding of 1994 Deficit	0.5	0.0	(0.5)	-100%	-0.3%	(2)
Restructuring Costs	0.0	0.7	0.7	N/A	0.4%	2
Management Action Plan	0.0	(0.2)	(0.2)	N/A	-0.1%	(1)
SUBTOTAL REGIONAL DEPTS. OPERATING LEVY	73.4	59.6	(13.8)	-18.8%	-8.1%	(46)
Impact of Provincial Announcement November 29, 1995		5.8	5.8		3.4%	19
Less: Assessment Growth		(0.7)	(0.7)		-0.4%	(2)
TOTAL REGIONALLY-CONTROLLED	93.3	91.3	(2.0)	-2.1%	-1.2%	(7)
OUTSIDE BOARDS, AGENCIES AND COMMISSIONS:						
Police	68.7	69.5	0.8	1.2%	0.5%	2
Other	8.9	8.3	(0.6)	-6.7%	-0.4%	(2)
SUBTOTAL OUTSIDE BOARDS, AGENCIES AND COMMISSIONS	77.6	77.8	0.2	0.3%	0.1%	0
Impact of Provincial Announcement November 29, 1995		5.2	5.2		3.1%	18
Less: Assessment Growth		(0.6)	(0.6)		-0.4%	(2)
TOTAL OUTSIDE BOARDS, AGENCIES AND COMMISSIONS	77.6	82.4	4.8	6.2%	2.8%	16
TOTAL LEVY	170.9	173.7	2.8		1.6%	9



PROPERTY TAX SUMMARY BY LEVY

Increase after Assessment Growth				
	1995 LEVY (\$M)	1996 LEVY (\$M)	ON PROPERTY TAX BILL (\$)	ON PROPERTY TAX LEVY (%)
GENERAL LEVY	141.7	146.2	11	2.4%
SPECIAL LEVIES				
Storm	8.0	8.4	1	3.8%
Transit	19.2	18.4	(3)	-4.4%
Library	2.0	2.0	0	-1.2%
ASSESSMENT GROWTH		-1.3		
OVERALL LEVIES	170.9	173.7	9	1.6%



1996 CURRENT BUDGET HIGHLIGHTS

The 1996 Gross Current Budget approved by Regional Council totals \$490.4 million, resulting in total Property Tax levies of \$175.1 million and self-supporting services of \$61.4 million.

The average Regional Residential Service Bill for 1996 totals \$816. This includes charges for water and sanitary sewers (\$241) as well as property tax levies (\$575). The service bill calculations are based on an average residential home market value of \$150,000 for all area municipalities.

For an average residential property taxpayer in Hamilton-Wentworth, the 1996 Budget represents a 1.64% increase in property taxes. Utility rates will increase 8.10%. The 1996 Budget will increase the average property tax bill by \$9 and add \$18 to utility rates.

The budget was prepared in accordance with the following policies approved by Regional Council as part of the 1996 Budget Strategy:

- Regional Departments to meet a 0% increase in net expenditures, excluding capital financing costs, less their pro-rata share of any Social Contract obligations
- Administrative Departments to be considered collectively
- Reductions in Provincial Conditional Grants to be directly offset by services affected
- Existing User Fees to be adjusted to reflect 100% recovery, excluding the Hamilton Street Railway
- Reductions in Provincial Unconditional Grants to be allocated to Regional Departments and Outside Boards, Agencies and Commissions
- New Program Initiatives to be considered only where they replace existing programs or are more efficient and economical in service delivery
- Internally financed programs and activities that have no early prospect of being financed in the way originally planned to be refinanced or expensed
- Repayment of the early retirement program to the Portfolio Valuation Reserve in the amount of \$1.0 million per annum eliminated for 1996

Page 12 summarizes the driving factors contributing to the overall property tax levy increase of 1.6% or \$2.8 million over the prior year.



1996 CURRENT BUDGET HIGHLIGHTS (Cont'd)

REGIONAL DEPARTMENTS (\$7.1 million or 4.2% decrease)

- **CAPITAL LEVY (\$6.7 million or 3.9% increase)**

Elimination of the Municipal Road Support Program, which previously provided funding for the Roads Capital program, resulted in an increase of \$2.6 million in Roads capital financing requirements. Refinancing requirements include Roads Development Charges external debt (\$2.4 million), servicing of Industrial Lands (\$600,000) and capitalization of the PaRCIL project (\$400,000). The balance of the increase (\$700,000) is due to various existing and new projects.

- **OPERATING LEVY (\$13.8 million or 18.8% decrease)**

The overall net decrease of \$13.8 million in the operating levy is mainly attributable to reduced operating expenditures (\$13.9 million), elimination of the funding of the 1994 deficit (\$500,000), savings to be derived from the implementation of the Management Action Plan (\$200,000). Offsetting these favourable factors are costs associated with restructuring (\$700,000) and reduced Corporate Revenues (\$100,000).

Net Reduction in Operating Expenditures:

The overall net reduction in operating expenditures of \$13.9 million has resulted from a number of factors. On the favourable side, they include projected savings resulting from negotiations of the waste management contracts (\$2.5 million), reduced General Welfare Assistance caseload (\$2.8 million), decreased provision for winter maintenance (\$220,000), and program changes approved by Council (\$4.2 million). Offsetting these reductions are an increase in the budgeted transfer to the Region's working funds reserve (\$500,000) and the provision for writing off bad debts (\$200,000).

Program Changes:

Departments were requested to submit program changes under the following classifications: Productivity Improvements, Corporate Financial Adjustments, Revenue Generators, Service Levels and Compensation.

Program changes ultimately approved resulted in a net levy saving of \$7.0 Million with a reduction in staffing of 120 full-time equivalent positions.

Reduction in Corporate Revenues:

Revenue increases for supplementary taxes (\$210,000), recoveries from Utilities (\$50,000) and Transit (\$260,000) for the one-time deferral from 1993 of 25% of the Social Contract target and implementation of a recovery from Utilities (\$500,000) for services provided by Administrative Departments were offset by elimination of reserve funding of recession-driven GWA costs (\$1.1 million).

OUTSIDE BOARDS, AGENCIES AND COMMISSIONS (\$200,000)

The Police budget net increase of \$800,000 reflects the annualization of hiring of 25 officers under the Province's Partners in Community Safety Strategy in 1995.



MAJOR DRIVING FACTORS

CURRENT BUDGET MULTI-YEAR PROJECTION

The following assumptions, overall and specific, have been used in forecasting the current budget increases of 7.7% for 1997 and 3.4% for 1998.

OVERALL ASSUMPTIONS:

Inflation is forecast to be 2.0% for both years, resulting in increases of \$1.4 million in 1997 and \$1.5 million in 1998. Program Changes, comprised of cost reductions and/or revenue generators, were incorporated in the 1996 budget at a portion of their annual impact as the budget was not approved until early April. The annualized impact of these savings (\$1.2 million) has been assumed in the 1997 projection. The 1997 impact of programs approved in prior years is \$220,000. Assessment growth is forecast at .5% for both years.

INCREASES IN EXPENDITURES:

Based on the approved 1996 Capital Budget, net capital financing costs impacting on the current budget are expected to increase by \$2.7 million in 1997 and \$2.4 million in 1998. Increased financing costs in 1997 are primarily for the Homes for the Aged (\$1.1 million), the Red Hill Creek Expressway (\$600,000), the Regular Roads program (\$520,000), the Storm Sewer program (\$190,000) and the Waste Management program (\$190,000).

The Community Policing/Enforcement Grant Program, approved as part of the 1995 Police Budget, provided for the hiring of 25 officers in 1995 and potentially an additional 25 in 1996. During the 1996 Budget Process, the hiring of the additional 25 officers was deferred to 1997, which will have an impact of \$900,000 in 1997 and \$200,000 in 1998. Salary increases for the 25 officers hired in 1995 are projected at \$250,000 in 1997 and \$190,000 in 1998. Provincial funding for this program will be reduced by \$90,000 in 1997 and \$80,000 in 1998. These increases are offset by reduced vehicle costs of \$50,000 in both years and elimination in 1998 of one-time costs for uniforms of \$80,000.

The transfer to the Working Funds reserves will increase by \$500,00 in each year. As approved by Council, the Winter Control budget is to be based on the average expenditures for the previous five years. Consequently, the provision for Winter Control is expected to increase by \$420,000 in 1997 and decrease by \$260,000 in 1998.

IMPACT OF PROVINCIAL REDUCTIONS:

In November of 1995, the Province revised the funding allocation for both Unconditional and Conditional Grants. The multi-year forecast assumes a reduction of 40% (\$6.88 million) in 1997 and 25% (\$3.16 million) in 1998. In addition, some of the highways currently maintained by the Province will be transferred to the Region in 1997, with an impact of \$2.5 million. Reduced subsidy for the Homes for the Aged amounts to \$1.5 million in 1997 and \$360,000 in 1998. Ministry of Transportation funding reductions for the Hamilton Street Railway and Storm Sewers are expected to impact the 1997 budget by \$1.5 million and \$300,000 respectively.

REDUCTIONS IN EXPENDITURES:

The Management Action Plan for restructuring within the Region, initiated in 1996, is expected to generate savings in 1997 of \$2.82 million. Associated costs of restructuring are anticipated at \$650,000 in each of 1996 and 1997. These costs will be eliminated in 1998. Annualized savings of \$710,000 are expected to be realized due to re-negotiation of the Waste Management contract.



MAJOR DRIVING FACTORS

CURRENT BUDGET MULTI-YEAR PROJECTIONS

	1997		1998	
	%	\$millions	%	\$millions
Overall Assumptions:				
Inflation	2.00%	1.45	2.00%	1.53
Annualization of 1996 Program Changes		(1.21)		0
Annualization of Prior Years' Program Changes		0.22		0
SUBTOTAL		0.46		1.53
Increases in Expenditures:				
Capital Financing Costs				
Regional Departments		2.97		2.42
Boards		(0.25)		0
Additional Police Officers		1.23		0.35
Rebuilding of Working Funds Reserves		0.50		0.50
Provision for Winter Control (5 year average)		0.42		(0.26)
SUBTOTAL		4.87		3.01
Impact of Provincial Reductions:				
Unconditional Grants	40.00%	6.88	25.00%	3.16
Roads - highways transfer		2.50		0
Homes for the Aged		1.50		0.36
Transit		1.50		0
Storm Sewers		0.30		0
SUBTOTAL		12.68		3.52
Reductions in Expenditures:				
Management Action Plan savings		(2.82)		0
Waste Contract Savings		(0.71)		0
Elimination of taxing for restructuring costs		0		(0.65)
SUBTOTAL		(3.53)		(0.65)
Assessment Growth	0.50%	(0.82)	0.50%	(0.95)
TOTAL		13.66		6.46



1996 - 1998 MULTI-YEAR OUTLOOK – PROPERTY TAX LEVY

	1995 Approved \$ (million)	1996 Approved \$ (million)	1997 Projected \$ (million)	1998 Projected \$ (million)
REGIONAL DEPARTMENTS				
CAPITAL LEVY:				
Redhill Creek Expressway	1.9	1.2	1.9	2.5
Other	18.0	25.4	27.6	29.5
SUBTOTAL CAPITAL LEVY	19.9	26.6	29.5	32.0
Operating Levy	104.5	90.8	95.2	97.2
Corporate Revenues	(35.1)	(35.0)	(35.4)	(36.0)
Funding of 1994 Deficit	0.5	0.0	0.0	0.0
Grants	3.5	3.3	3.3	3.3
Restructuring Costs	0.0	0.7	0.7	0.0
Management Action Plan	0.0	(0.2)	(3.0)	(3.0)
SUBTOTAL REGIONAL DEPTS. OPERATING LEVY	73.4	59.6	60.8	61.5
TOTAL REGIONALLY-CONTROLLED	93.3	86.2	90.3	93.5
OUTSIDE BOARDS, AGENCIES AND COMMISSIONS:				
Police	68.7	69.5	70.6	71.0
Other	8.9	8.3	8.5	8.7
SUBTOTAL OUTSIDE BOARDS, AGENCIES AND COMMISSIONS	77.6	77.8	79.1	79.7
Annual Assessment Growth		(1.3)	(0.9)	(0.9)
TOTAL LEVY	170.9	162.7	168.5	172.3
ISSUES: PROVINCIAL				
Impact of Announcement November 29, 1995		11.0	17.7	21.3
Potential Impact of Roads Transfer			2.5	2.5
TOTAL LEVY AFTER ISSUES	170.9	173.7	188.7	196.1
ANNUAL INCREASE AFTER ASSESSMENT GROWTH		\$2.8 1.64%	\$13.7 7.74%	\$6.5 3.39%
IMPACT ON AVERAGE HOUSEHOLD		\$9	\$44	\$21



1996-2000 CAPITAL BUDGET HIGHLIGHTS

The 1996 Capital Budget was approved at \$179.8 million (gross), the 1997-2000 forecast is \$443.0 million (gross). The decrease from the previous five-year Capital Budget forecast is \$127.0 million or 20.4%. The change within specific functions from the previous five-year Capital Budget is explained as follows:

	<u>\$ Millions</u>
Red Hill Creek Expressway	(42.9)
Canada-Ontario Infrastructure Program	
Storm Sewers	(16.8)
Canadian Warplane Heritage Museum	(8.1)
Macassa Lodge	(6.7)
Roads	(3.1)
Other	(1.3)
Waterworks	(36.0)
Roads	(28.4)
Storm Sewers	(20.6)
Emergency Communication System	(9.0)
PaRCIL	(7.6)
Waste Management	(4.6)
Sanitary Sewers	3.7
Homes for the Aged	8.2
Other	9.2
TOTAL REDUCTION IN 5 YEAR BUDGETED GROSS CAPITAL EXPENDITURE	1.0
	\$(127.0)

Following are highlights of the major changes.

Red Hill Creek Expressway

Construction of the Freeway is now planned to be completed by 2003, four years later than proposed in the 1995-1999 Capital Budget.

External borrowings of \$31.2 per year from 1998 to 2001 are planned to finance the project. The debt will be repaid from tax levy contributions over the next 25 years. The provincial government has committed a total of \$106.7 million in funding over the next five years.

Canada-Ontario Infrastructure Program

In September of 1994, Regional Council approved the construction of projects under this program with funding shared equally by the Federal, Provincial, and Regional governments. The 1996-2000 Capital Budget includes \$13.3 million in gross project costs. The remaining costs of major projects included in this program are:

- I. Main St. W. / King St. W. combined sewer overflow tank (\$8.0 million)
- II. Canadian Warplane Heritage Museum (\$2.5 million)
- III. Phase II renovations of Macassa Lodge senior's home (\$2.8 million)



1996-2000 CAPITAL BUDGET HIGHLIGHTS (Cont'd)

Development Charge Financing

A guiding principle in the establishment of development charges was that growth should pay its own way and should not place an additional burden on existing taxpayers. Growth projections have not materialized as originally projected, however, capital spending has remained quite high. This has resulted in borrowings of \$53.4 million to finance growth related capital spending. The repayment of this debt is approximately \$7 million per year.

The collections for most programs are not even sufficient to pay the annual debt charges, thereby leaving no development charge revenues to support new projects. As directed by the Committee of the Whole, "1995-1999 Capital Budget" report, (FIN 95-063) and again on December 15, 1995, development related projects have been removed from the Capital programs as aggressively as possible.

Though departments have eliminated a number of projects, if no further action is taken, Development Charge Reserves are projected to increase from a current deficit of \$5.0 million to a deficit of \$47.2 million in the year 2000. Borrowing externally to fund this deficit is not supportable given the future Development Charge collections forecast.

Therefore, deficits were financed in 1995 in the following manner:

	Amount to be Financed	Source	Amount
Roads	\$1,543,000	Lot Levy Reserve	\$890,000
		Unallocated Capital Reserve	\$653,000
Sanitary Sewer	\$6,120,000	Sanitary Sewer Reserve	\$6,120,000
Water Works	\$1,728,000	Sanitary Sewer Reserve	\$1,728,000

It was also deemed necessary to include the annual debt charge on prior development charge shortfall borrowings in the general levy and the water and sewer user rates. This will enable future projected collections to fund the budgeted growth-related expenditures identified in the 5 year capital budget. This resulted in an increase of \$2.4 million to the general levy and \$2.6 million to the water and sewer rates. Future growth-related capital spending is limited to the prior year's development charge collections.

PaRCIL Project

The land based Geographic Computer System (PaRCIL) was established in 1990 as a joint project with the City of Hamilton. At the end of 1995, \$9.448 million of the Region's share of expenses was unfinanced. In order to complete Phase I of the project, \$1.454 million including interest will be required in 1996. This will leave a net balance of approximately \$11 million to be financed by the Region. It was originally anticipated, (1990), that the Region's share of the project be financed through savings realized in user departments over a period of 13 years.

Since the original financing plan was developed, departmental savings were used to mitigate the impact of the Social Contract and other budgetary pressures faced by the Region. As a result, the annual repayments achieved by departments, through savings are not sufficient to repay the debt outstanding nor the on-going annual operating costs.



1996-2000 CAPITAL BUDGET HIGHLIGHTS (Cont'd)

The estimated useful life of the project is in excess of 20 years for the land base and 7 years for the remaining project components including hardware; averaging approximately 13 years. The Region's outstanding share will be internally financed and amortized over the estimated useful life of the project. This will result in \$382,000 being added to the current levy base and \$844,000 to the water and sewer operations base.

Once Phase I of the PaRCIL Project has been completed, commencing in 1997, the on-going operating costs will be fully recovered from all users on a per unit basis. Project management and the users will determine acceptable levels of service and a unit cost during 1996.



OVERVIEW



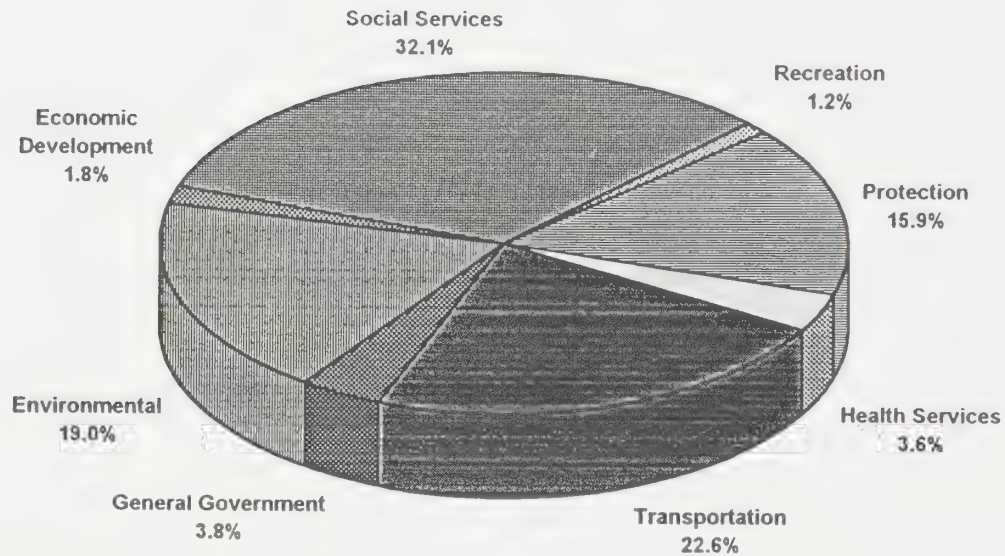
CONSOLIDATED GROSS CURRENT BUDGET

	1994 ACTUAL \$ 000	1995 BUDGET \$ 000	1995 ACTUAL \$ 000	1996 BUDGET \$ 000
GROSS CURRENT EXPENDITURE				
General Government Services	31,115	22,125	27,268	18,714
Protection to Persons & Property	74,261	74,381	75,024	77,788
Transportation Services	119,024	111,157	110,797	111,033
Environmental Services	103,777	95,958	96,839	93,402
Health Services	19,069	18,820	17,925	17,514
Social & Family Services	214,170	205,028	195,436	157,397
Recreation & Cultural Services	6,784	6,852	6,889	5,947
Economic Development & Planning	9,735	6,830	7,128	8,611
TOTAL GROSS CURRENT EXPENDITURE	577,935	541,151	537,306	490,406
NET CURRENT REVENUE				
Regional Levies				
General Levy	140,529	141,642	140,446	146,248
Urban Transit Levy	19,586	19,201	19,201	18,407
Storm Sewer Levy	8,043	8,042	8,042	8,371
Library Levy	1,948	2,026	2,026	2,050
	170,106	170,911	169,715	175,076
Government Grants				
Ontario Unconditional *	20,602	21,183	21,183	19,253
Ontario Specific *	205,862	196,299	185,973	145,838
Canada Specific	745	518	843	411
	227,209	218,000	207,999	165,502
Revenue from Users				
Direct Billings - Water & Sewer Rates	56,777	57,929	59,776	62,761
Fares, Fees, & Services Charges	44,774	45,177	44,502	46,918
Billings to Area Municipalities	7,483	6,446	5,873	5,549
	109,034	109,552	110,151	115,228
Other Regional Sources				
Interest, Internal Financing & Other	69,756	40,827	47,580	32,528
Share of Supplementary Taxes	1,860	0	2,072	0
Previous Year's Surplus	1,830	1,860	1,860	2,072
Less: Current Year's Surplus	(1,860)	0	(2,072)	0
	71,586	42,687	49,440	34,600
TOTAL GROSS CURRENT REVENUE	577,935	541,151	537,306	490,406

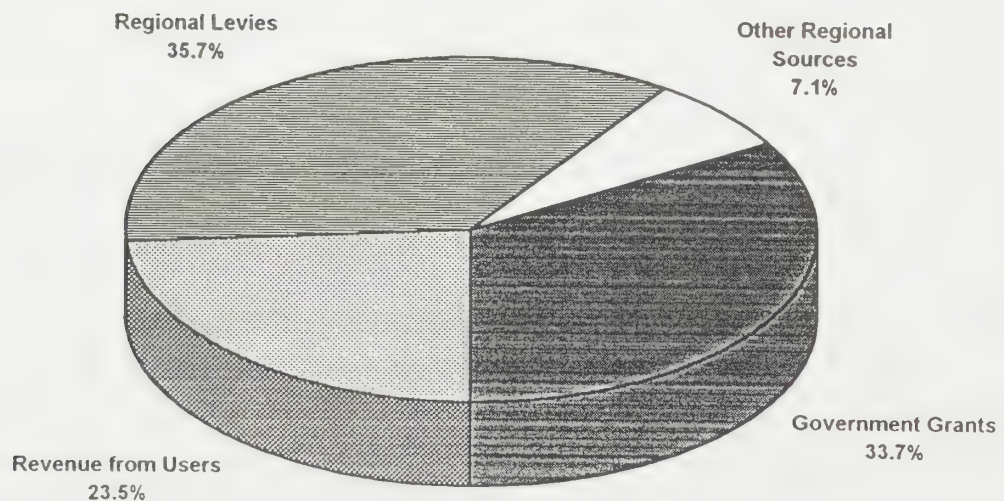
* The 1996 Budget column incorporates the provincial Government's announcement that Ontario Specific type funding of \$8.546 million for municipal roads is to be folded into Ontario Unconditional type funding through the Ontario Municipal Support Program



1996 GROSS CURRENT EXPENDITURE
\$490.4 MILLION



1996 GROSS CURRENT REVENUE
\$490.4 MILLION



CONSOLIDATED NET CURRENT BUDGET

	1994 ACTUAL \$ 000	1995 BUDGET \$ 000	1995 ACTUAL \$ 000	1996 BUDGET \$ 000
NET CURRENT EXPENDITURE				
General Government Services	4,271	8,495	8,495	7,122
Protection to Persons & Property	69,899	71,755	71,519	72,948
Transportation Services	42,519	40,435	39,705	47,919
Environmental Services	23,587	22,447	22,843	20,196
Health Services	3,325	3,204	3,195	3,084
Social & Family Services	37,068	35,569	35,102	33,384
Recreation & Cultural Services	6,025	6,134	6,134	5,446
Economic Development & Planning	5,844	5,916	5,765	6,302
TOTAL NET CURRENT EXPENDITURE	192,538	193,955	192,758	196,401
NET CURRENT REVENUE				
Regional Levies				
General Levy	140,529	141,642	140,446	146,248
Urban Transit Levy	19,586	19,201	19,201	18,407
Storm Sewer Levy	8,043	8,042	8,042	8,371
Library Levy	1,948	2,026	2,026	2,050
	170,106	170,911	169,715	175,076
Government Grants				
Ontario Unconditional	20,602	21,183	21,183	19,253
	20,602	21,183	21,183	19,253
Other Revenue Sources				
Share of Supplementary Taxes	1,860	0	2,072	0
Previous Year's Surplus	1,830	1,860	1,860	2,072
Less: Current Year's Surplus	(1,860)	0	(2,072)	0
	1,830	1,860	1,860	2,072
TOTAL NET CURRENT REVENUE	192,538	193,954	192,758	196,401



SUMMARY OF 1996 FIVE-YEAR CAPITAL BUDGET EXPENDITURE

	1996	1997	1998	1999	2000	Total
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
General Government Services						
Administrative Headquarters	264	590	13,923	0	0	14,777
Human Resources	916	0	0	0	0	916
Development Charge Studies	0	137	0	0	0	137
Protection to Persons & Property						
Police	1,630	500	0	0	0	2,130
Emergency Communication System	4,045	0	0	0	0	4,045
Transportation Services						
Roadways	20,543	15,976	13,744	14,156	11,336	75,755
Red Hill Creek Expressway	31,751	23,233	39,019	43,307	44,125	181,435
H.S.R.	12,027	17,143	5,062	5,197	5,207	44,636
DARTS	420	1,895	806	415	1,576	5,112
Travel Forecasting	203	69	70	73	74	489
PaRCIL	1,648	0	0	0	0	1,648
Environmental Services						
Waterworks	23,861	13,700	12,512	12,423	11,321	73,817
Sanitary Sewers	39,334	15,583	11,561	21,525	17,093	105,096
Storm Sewers	21,220	6,937	7,341	7,676	6,518	49,692
Waste Management	5,035	3,509	721	485	270	10,020
Health Services						
Hospitals	4,500	3,650	750	0	0	8,900
Social & Family Services						
Homes for the Aged	6,487	14,118	6,698	3,503	2,224	33,030
Recreation & Cultural Services						
Canadian Warplane Heritage	2,536	0	0	0	0	2,536
Library	1,101	104	0	0	0	1,205
Conservation Authority	688	579	600	630	659	3,156
Economic Development & Planning						
Industrial Land	1,652	1,480	1,072	65	28	4,297
TOTAL CAPITAL EXPENDITURE	179,861	119,204	113,879	109,455	100,430	622,830

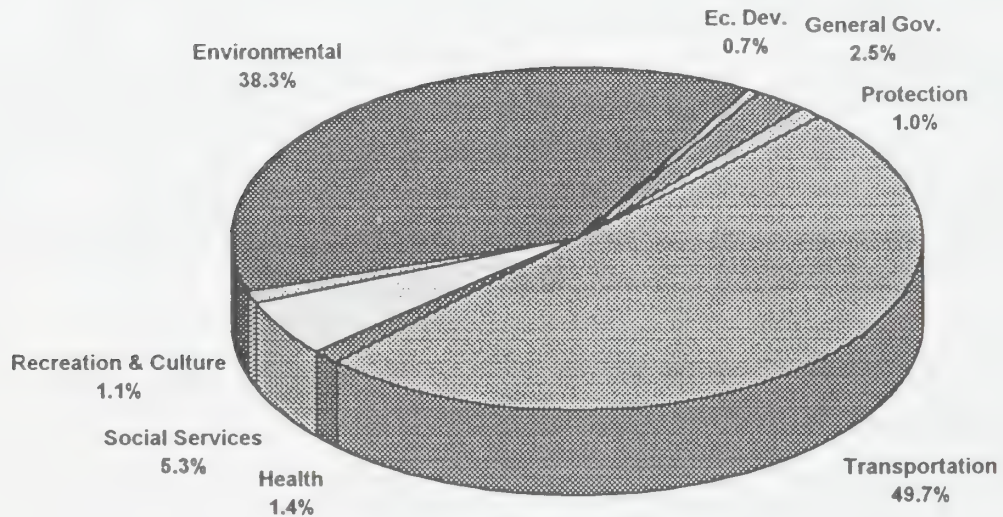


SUMMARY OF 1996 FIVE-YEAR CAPITAL BUDGET REVENUE

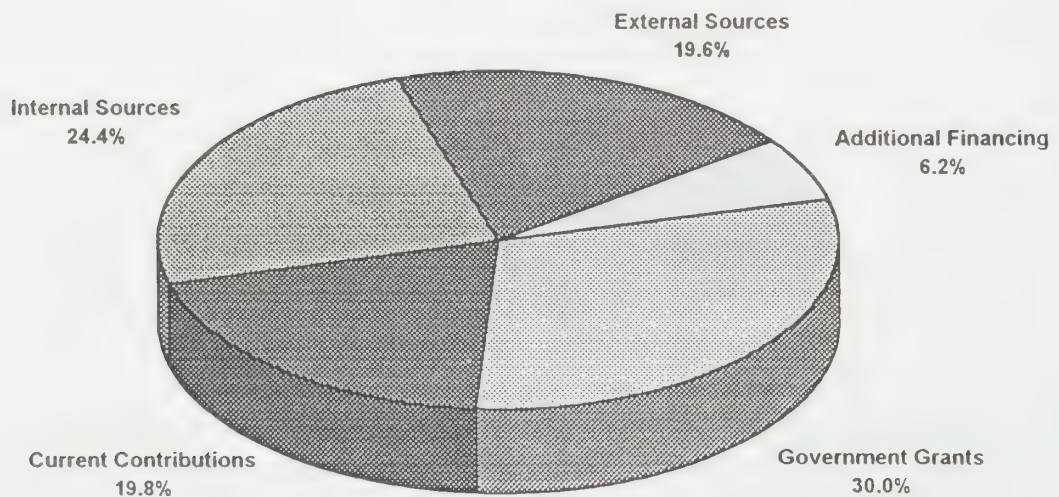
	1996	1997	1998	1999	2000	Total
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Grants & Subsidies	54,831	43,917	30,509	28,817	28,768	186,841
Contributions from Current Fund	30,209	26,377	22,049	24,049	20,312	122,996
Financing - Internal Sources						
Prior Year's Contributions	9,321	0	0	0	0	9,321
Contributions From Own Reserves	484	561	7,970	0	0	9,014
Borrowing From Own Reserves	41,270	24,054	22,180	25,955	20,221	133,680
	51,075	24,615	30,150	25,955	20,221	152,016
Financing - External Sources						
Deferred Development Charges	4,541	3,217	5,132	1,525	3,375	17,791
Unapplied Debenture Proceeds	3,276	2,545	645	0	0	6,465
Development Charges	13,078	6,529	6,489	4,250	6,519	36,865
External Financing	9,996	3,585	12,859	18,517	16,205	61,162
	30,891	15,876	25,125	24,292	26,099	122,283
Additional Financing						
Other Revenue	11,183	7,420	4,694	4,619	3,041	30,957
Proceeds from Land Sales	1,672	999	1,352	1,723	1,990	7,737
	12,855	8,419	6,046	6,342	5,031	38,694
TOTAL CAPITAL REVENUE	179,861	119,204	113,879	109,455	100,430	622,830



**1996 - 2000 CAPITAL EXPENDITURE
FIVE-YEAR TOTAL
\$622.8 MILLION**



**1996 - 2000 CAPITAL REVENUE
FIVE-YEAR TOTAL
\$622.8 MILLION**



IMPACT OF FIVE-YEAR CAPITAL BUDGET ON CURRENT BUDGET

	1996	1997	1998	1999	2000	TOTAL
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
LEVY PROGRAMS						
Storm Sewers	6,833	7,038	7,249	7,467	7,691	36,278
H.S.R.	2,382	2,497	2,819	2,853	2,893	13,444
Roads	10,257	11,841	13,234	13,921	14,617	63,869
Waste Management	778	963	1,377	1,431	1,467	6,016
Red Hill Creek Expressway	1,219	1,859	2,499	3,139	3,779	12,495
Homes for the Aged	1,089	2,146	2,135	2,769	2,769	10,908
Emergency Communication System	506	572	572	572	572	2,794
Industrial Land	642	642	642	642	642	3,210
GHTEC	596	596	596	596	586	2,970
McMaster University	446	546	546	546	0	2,084
PaRCIL	382	382	382	382	382	1,910
Celebrate	203	203	203	203	203	1,015
Health	147	147	147	147	147	735
Canadian Warplane Heritage	26	133	133	133	133	558
Airport	41	43	46	48	50	228
Emergency Services	87	87	87	87	87	435
Hospitals	67	0	0	0	0	67
Human Resources	52	52	52	52	52	260
Information Systems	39	39	37	25	15	155
Economic Development	33	33	33	33	33	165
Travel Forecasting	18	18	18	18	18	90
Art Gallery	60	0	0	0	0	60
Hospitals - Assumed Debt	45	0	0	0	0	45
REGIONAL DEPARTMENTS.	25,948	29,837	32,807	35,064	36,136	159,792
Police	2,709	2,359	2,306	1,999	1,686	11,059
Conservation Authority	674	646	673	703	737	3,433
DARTS	319	353	502	566	599	2,339
Library	2	132	157	157	157	605
BOARDS, AGENCIES & COMMISSIONS	3,704	3,490	3,638	3,425	3,179	17,436
TOTAL LEVY PROGRAMS	29,652	33,327	36,445	38,489	39,315	177,228
Council Guideline	32,491	32,653	32,817	32,981	33,146	164,088
Costs over/(under) Guideline	(2,839)	674	3,628	5,508	6,169	13,140
Cumulative Impact	(2,839)	(2,165)	1,463	6,971	13,140	13,140



IMPACT OF FIVE-YEAR CAPITAL BUDGET ON CURRENT BUDGET

	1996	1997	1998	1999	2000	TOTAL
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
SELF-SUPPORTING PROGRAMS						
Sanitary Sewers	15,703	15,866	16,093	16,378	16,608	80,648
Waterworks	11,420	11,534	11,673	11,902	12,069	58,598
TOTAL SELF-SUPPORTING PROGRAMS	27,123	27,400	27,766	28,280	28,677	139,246
Council Guideline	29,878	29,789	30,086	30,447	30,843	151,043
Costs over/(under) Guideline	(2,755)	(2,389)	(2,320)	(2,167)	(2,166)	(11,797)
Cumulative Impact	(2,755)	(5,144)	(7,464)	(9,631)	(11,797)	(11,797)
TOTAL NET CAPITAL FINANCING COSTS	57,075	60,072	62,860	65,397	66,611	312,015



PROJECTED CAPITAL RESERVE POSITION

	1996	1997	1998	1999	2000
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
BALANCE - BEGINNING OF YEAR	66,436	36,512	27,301	29,191	28,291
ADD:					
Interest Earned	4,651	2,556	1,911	2,043	1,980
Debt Repayments - Current Fund	12,597	17,535	22,004	22,788	25,625
Debt Repayments - Reserves	355	355	355	0	0
Debt Repayments - Local Improvements	493	1,225	1,989	2,523	3,070
RESERVES AVAILABLE FOR USE	84,532	58,183	53,561	56,545	58,966
LESS:					
Net Capital Financing Requirements	38,749	23,611	22,262	26,037	20,221
Local Improvements Financing	5,905	6,155	4,303	4,411	4,543
Current Fund Charges	3,366	1,116	(2,195)	(2,194)	(2,194)
BALANCE - END OF YEAR	36,512	27,301	29,191	28,291	36,396

CAPITAL FINANCING PLANS

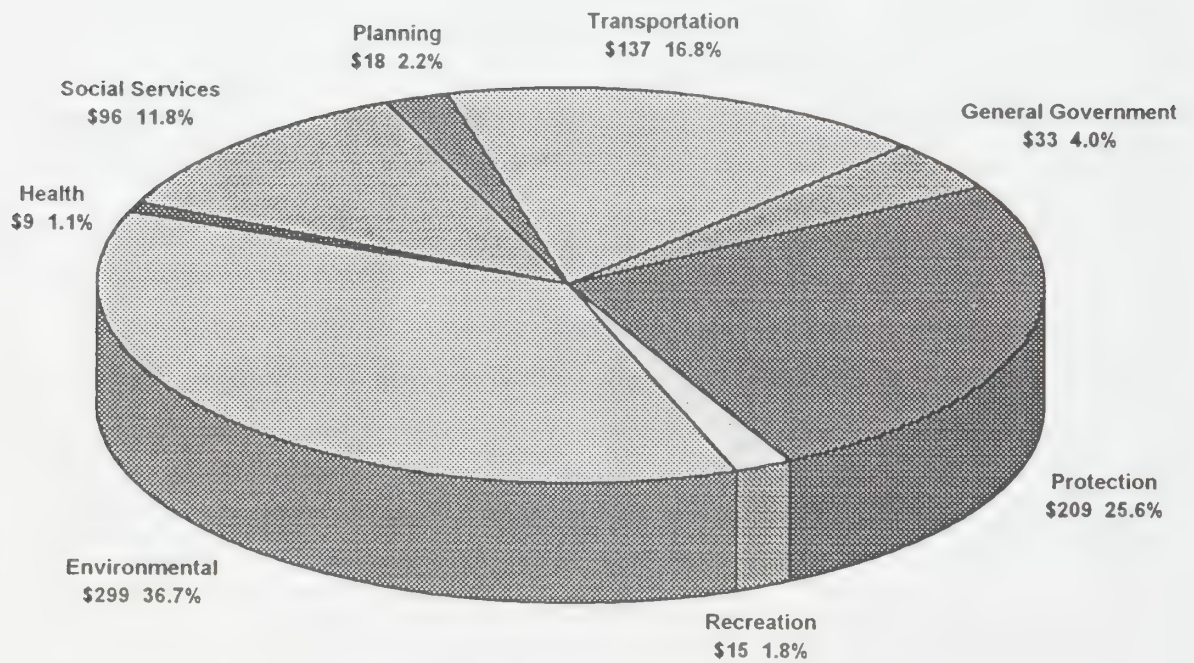
Red Hill Creek Expressway	4,145	3,979	18,901	27,720	33,633
Roads	(9,919)	(18,874)	(24,187)	(30,259)	(32,689)
Hospitals	2,883	(515)	(1,137)	(1,021)	(892)
Homes for the Aged	7,051	239	2,789	1,112	0
McMaster University	43	33	17	0	0
TOTAL CAPITAL FINANCING PLANS	4,202	(15,138)	(3,616)	(2,447)	52

**TOTAL CAPITAL RESERVES
AND FINANCING PLANS**

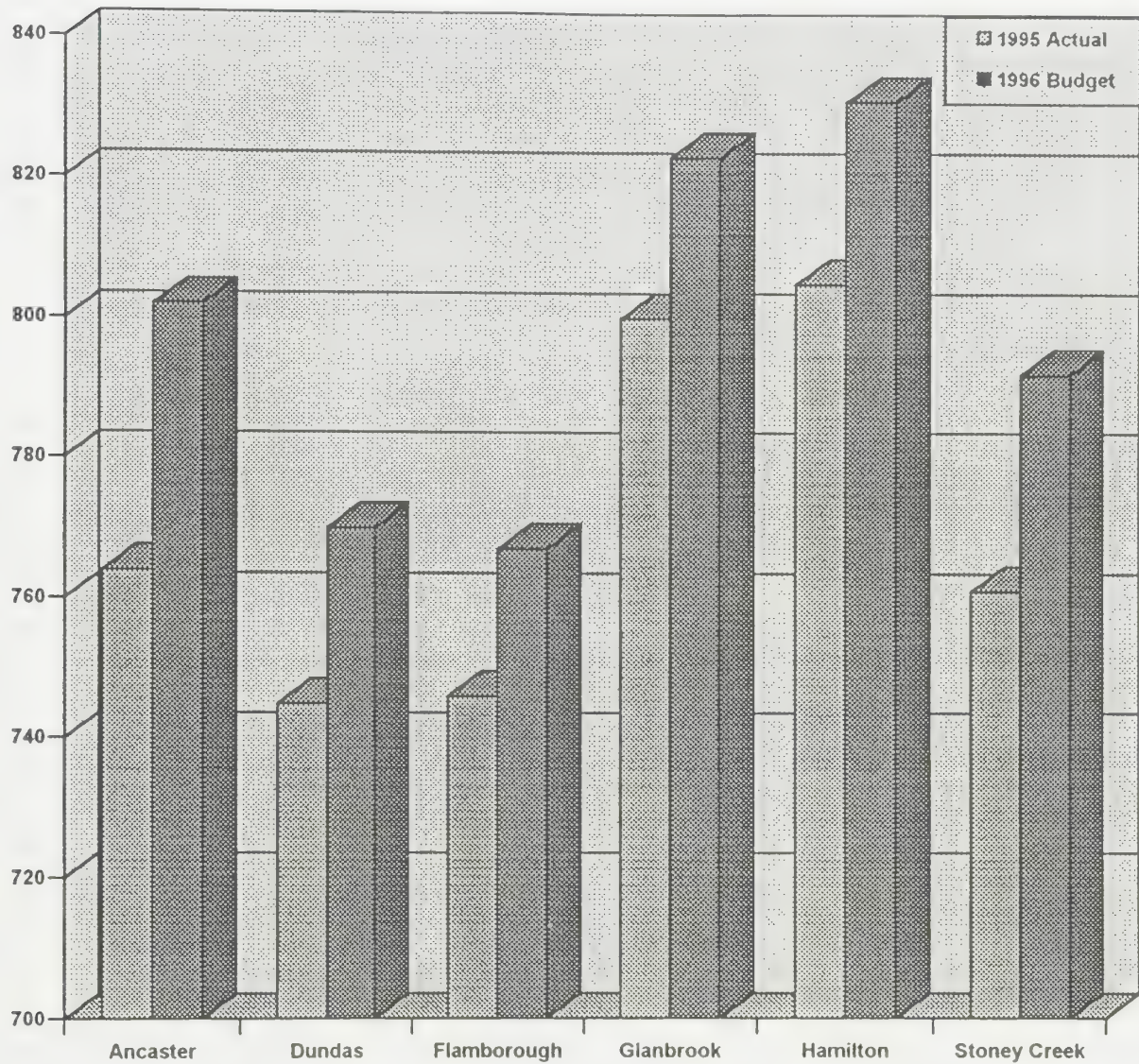
	40,714	12,163	25,574	25,844	36,448
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WHERE YOUR REGIONAL DOLLAR GOES
1996 Average Residential service Bill - \$816
Market Value - \$150,000



TOTAL REGIONAL SERVICE BILL AND INCREMENTAL IMPACT PER AVERAGE HOUSEHOLD



	Ancaster	Dundas	Flamborough	Glanbrook	Hamilton	Stoney Creek
1995 Actual	\$764	\$745	\$746	\$800	\$805	\$761
1996 Budget	\$802	\$770	\$767	\$823	\$831	\$792
Change	\$38	\$25	\$21	\$23	\$26	\$31
Impact	5.0%	3.3%	2.9%	2.9%	3.2%	4.1%



GENERAL

GOVERNMENT



STATEMENT OF PURPOSE

Chairman

To act as Chairman of Council and to provide a Regional viewpoint on all important issues.

To provide effective government in an equitable manner through Committee and Council meetings.

To represent and speak on behalf of the Region in dealings with other governments, bodies and persons.

To act as President of the Hamilton Street Railway.

To represent the Region on the Board of Directors of GO Transit and the Association of Regional Chairs of Ontario.

Chief Administrative Officer

To assist Regional Council in the course of its deliberation and to advise on major policy issues.

To provide leadership and sound management for all Regional departments and to co-ordinate joint departmental decisions concerning budget, delivery of service and other matters of a Regional concern. To provide advice and direction on matters concerning corporate policy, procedures, and administration.

Internal Audit

Within the Chief Administrative Office is the Internal Audit section. Its purpose is to conduct professional evaluations and make recommendations to ensure that all significant activities are executed in compliance with prescribed policies and procedures, and that they are performed efficiently and effectively.

Clerk

To provide secretariat services to Council and its committees, including preparation, printing and circulation of agendas, minutes and correspondence.

To provide information to the public, related to Council decisions.

To record decisions, votes, resolutions and proceedings of Council pursuant to Provincial legislation.

To ensure safekeeping of official records, resolutions, by-laws, decisions and proceedings of Council.

To implement and administer the requirements of the Municipal Freedom of Information and Protection of Privacy Act within the Regional Corporation by coordinating ongoing activities related to those requirements, rendering decisions on the disclosure of information, and defending appeals to the Privacy Commissioner of Ontario.

Manage off-site corporate records storage area, including maintaining a complete inventory, tracking, retrieval and destruction of documents, while ensuring security and confidentiality where and as required.

To coordinate media and public relations on behalf of the Region.

To process mail and provide photocopy service in a timely fashion, and at a competitive cost.

Provide mail and agenda delivery to Members of Council, all regional staff, and area municipalities.



STATEMENT OF PURPOSE (Cont'd)

Clerk (Cont'd)

Objectives for 1996:

To enhance services to Committees of Council, Councilors, public and staff.

To maintain high quality of printed materials while continuously improving print services to the departments within the corporation.

To emphasize staff training in particular areas such as parliamentary procedures, and report and agenda preparation.

To further efforts in solidifying the vital partnership between the Region of Hamilton-Wentworth and its citizens by promoting the concept of openness and access to government information.

Legal Services

To provide the necessary legal support services to Regional Council and all committees, Departments, and related Commissions, Boards and Agencies.

These legal services include:

Counseling (general counsel, legislative, analysis, legal audit).

Litigation (all forms of dispute resolution including claims by and against the Region, prosecutions, arbitration's, etc.).

Property matters including conveyance of title and ownership investigation, private and public land development.

Negotiation, drafting, executing of legal documents (such as contracts, by-laws, commercial agreements, etc.).

Human Resource Centre

Achievement of exemplary human resource management practices in the delivery of local government services.

The Human Resources Centre, servicing both the City and the Region, provides consultancy services on human resources management to both Councils and line and staff departments in the areas of labour relations, performance management, attendance management, corporate health, training and development, employment equity, health and safety and recruitment.

Activities include the provision of source documentation for the production of payroll and provision of employee benefits and WCB incident reporting and monitoring; investigation and resolution services for alleged Human Rights and Personal Harassment Policy violations; administration of pay equity, job evaluation, employment equity, employee assistance programs, recruitment, complement control, short term and long term disability claims; corporate health and work accommodation; grievance and arbitration support; custodial responsibility for employee personnel files.

Finance

To provide efficient and effective Resource Management. To supply all financial information and reports on a current and timely basis through effective accounting and financial control systems. To develop financial policy and make recommendations to Council and Management on all financial matters regarding the Region.



PERFORMANCE MEASUREMENTS

Service Provided	Category	1995 Selected Performance Indicator	1995 Target	1995 Achieved	% of Target	1996 Target
<i>FINANCE</i>						
Financial Planning	Workload	Grant Application Analyzed	45	37	82%	30
Accounting/ Corp. Services	Workload	Cheque Reconciled Journal	320,000	269,900	84%	269,000
	Workload	Processed	9,000	8,600	96%	6,000
	Workload	# of Monthly Accounts Reconciled	153	159	104%	159
Payroll	Workload	# of Employees Covered	3,740	3,735	100%	3,725
	Workload	# of Computer Cheques Direct	24,000	18,000	57%	18,000
	Workload	Deposits	78,000	74,900	96%	74,900
	Workload	# of Manual Cheques	1,000	900	90%	800
	Effectiveness	# of Cheques/Deposit per Month	1,600	1,800	113%	1,950
Disbursements	Workload	# of Invoices Processed Average	81,000	75,000	93%	75,000
	Effectiveness	Invoices per Day Average	52	58	112%	58
		Cheques per Day Discounts	29	32	110%	32
		Earned	\$12,960	\$19,000	147%	\$19,000
Pensions	Workload	Annual Pension Payments	11.7M	11.7M	100%	12.1M
	Effectiveness	# of Cheques per Month	314	322	103%	330
	Effectiveness	# of Active Members	2,295	2,355	103%	2,350
Local Improvements	Workload	# of Local Improvements Certificates	2,400	2,400	100%	2,500
Utility Finance - Billings	Workload	# of Metered Water Accounts	68,000	68,000	100%	71,000
	Workload	# of Bills Produced	272,000	278,000	102%	292,000
	Workload	# of Property Status Certificates	6,000	5,750	96%	6,150
	Workload	# of Days From Reading Dates	6	6	100%	6
Utility Finance - Operations	Workload	Average Reads/Day/Reader	335	329	98%	344



CONSOLIDATED CURRENT OPERATIONS

	1994 ACTUAL \$ 000	1995 BUDGET \$ 000	1995 ACTUAL \$ 000	1996 BUDGET \$ 000
GROSS EXPENDITURE				
LEGISLATIVE	732	729	682	722
ADMINISTRATIVE DEPARTMENTS				
Chairman	325	551	581	453
Chief Administrative Officer	528	403	459	414
Internal Audit	214	238	218	225
Clerk	1,324	1,247	1,358	1,237
Legal Services	2,158	1,897	1,837	1,887
Human Resources Centre	3,541	3,978	3,745	3,715
Finance	9,851	9,642	9,093	8,442
Investments	751	945	760	651
Information systems	2,854	3,024	2,948	3,019
Accommodation	1,195	1,165	1,190	1,123
Charged To Other Functions/Funds	(8,707)	(8,555)	(8,971)	(8,555)
	14,034	14,535	13,218	12,611
Capital Financing	259	232	232	217
	14,293	14,767	13,450	12,828
FISCAL SERVICES				
Financial Charges	16,033	7,515	10,906	6,783
Leased Out - Wentworth Court House	1,632	1,670	1,503	1,691
Contingency Provision	602	0	1,864	68
Insurance	2,922	1,788	3,987	2,200
Purchasing	272	268	268	247
Performance Excellence	0	0	0	0
Facilities & Customer Service	259	221	206	220
Communications	0	281	0	281
Pay Equity	0	337	30	(63)
Charged To Other Functions/Funds	(5,773)	(5,490)	(5,674)	(6,264)
	15,947	6,590	13,090	5,163
GRANTS TO COMMUNITY AGENCIES				
Operations	83	39	46	1
Capital Financing	60	0	0	0
	143	39	46	1
TOTAL CONSOLIDATED EXPENDITURE	31,115	22,125	27,268	18,714

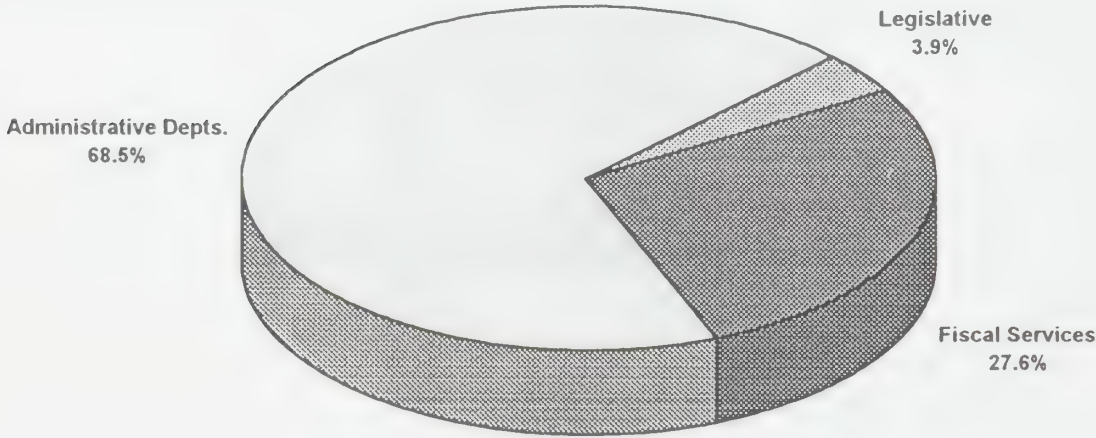


CONSOLIDATED CURRENT OPERATIONS (Cont'd)

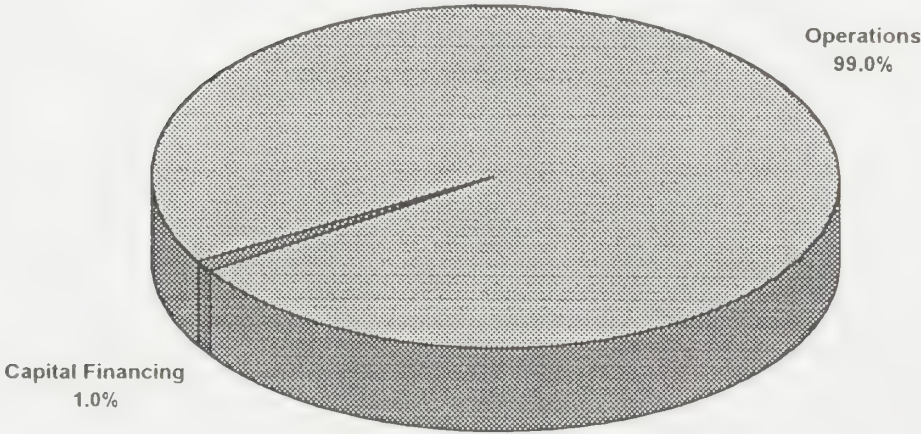
	1994 ACTUAL	1995 BUDGET	1995 ACTUAL	1996 BUDGET
	\$ 000	\$ 000	\$ 000	\$ 000
GROSS REVENUE				
General Levy	4,271	8,495	8,495	7,122
Governments Grants - Specific	443	250	658	159
Governments Grants - Canada	4	0	7	0
Fees From Users	3,572	3,545	2,971	3,336
Transfers From Capital	1,851	1,670	1,687	1,452
Billings To Area Municipalities	2,031	2,722	2,284	2,527
Financing - Internal Sources	14,953	1,889	8,675	1,753
Other - Regional Sources	3,990	3,554	2,491	2,365
TOTAL CONSOLIDATED REVENUE	31,115	22,125	27,268	18,714



**GENERAL GOVERNMENT SERVICES
1996 CONSOLIDATED CURRENT OPERATIONS
\$18.7 MILLION**



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1996 BUDGET	1997 BUDGET	1998 BUDGET	1999 BUDGET	2000 BUDGET
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
GROSS EXPENDITURE					
LEGISLATIVE	722	725	728	731	735
ADMINISTRATIVE DEPARTMENTS					
Chairman	453	296	298	301	303
Chief Administrative Officer	414	418	421	424	428
Internal Audit	225	225	226	226	227
Clerk	1,237	1,260	1,276	1,292	1,309
Legal Services	1,887	1,914	1,944	1,974	2,005
Human Resources Centre	3,715	3,739	3,771	3,804	3,837
Finance	8,442	8,539	8,675	8,815	8,957
Investments	651	664	678	691	705
Information systems	3,019	3,079	3,141	3,204	3,268
Accommodation	1,123	1,188	1,212	1,236	1,261
Charged To Other Functions/Funds	(8,555)	(8,726)	(8,900)	(9,078)	(9,260)
	12,611	12,596	12,742	12,889	13,040
Capital Financing	217	217	217	644	589
	12,828	12,813	12,959	13,533	13,629
FISCAL SERVICES					
Financial Charges	6,783	4,569	4,477	4,535	4,594
Leased Out - Wentworth Court House	1,691	1,725	1,760	1,795	1,831
Contingency Provision	68	69	70	72	73
Insurance	2,200	2,244	2,288	2,334	2,381
Purchasing	247	252	257	263	268
Performance Excellence	0	0	0	0	0
Facilities & Customer Service	220	225	229	234	239
Communications	281	286	292	298	304
Pay Equity	(63)	(63)	(63)	(63)	(63)
Charged To Other Functions/Funds	(6,264)	(6,040)	(6,079)	(6,119)	(6,159)
	5,163	3,267	3,231	3,349	3,468
GRANTS TO COMMUNITY AGENCIES					
Operations	1	1	1	1	1
Capital Financing	0	0	0	0	0
	1	1	1	1	1
TOTAL CONSOLIDATED EXPENDITURE	18,714	16,806	16,919	17,614	17,833



FIVE-YEAR CURRENT BUDGET FORECAST (Cont'd)

	1996 BUDGET \$ 000	1997 UDGET \$ 000	1998 BUDGET \$ 000	1999 BUDGET \$ 000	2000 BUDGET \$ 000
GROSS REVENUE					
Governments Grants - Specific	159	0	0	0	0
Governments Grants - Canada	0	0	0	0	0
Fees From Users	3,336	3,402	3,470	3,540	3,611
Transfers From Capital	1,452	1,481	1,511	1,541	1,572
Billings To Area Municipalities	2,527	2,552	2,582	2,612	2,643
Financing - Internal Sources	1,753	1,598	1,626	2,091	2,073
Other - Regional Sources	2,365	2,394	2,424	2,454	2,485
TOTAL CONSOLIDATED REVENUE	18,714	16,806	16,919	17,614	17,833
FUNDED BY TAX LEVY	7,122	5,379	5,306	5,376	5,449
% INCREASE	-19.7%	-24.5%	-1.4%	1.3%	1.4%



FIVE YEAR CAPITAL BUDGET - GENERAL GOVERNMENT

	1996	1997	1998	1999	2000	TOTAL
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
CAPITAL EXPENDITURE						
Development Charge Study	0	137	0	0	0	137
Human Resources Information System	916	0	0	0	0	916
New Regional Administrative Headquarters	264	590	13,923	0	0	14,777
	1,180	727	13,923	0	0	15,830

CAPITAL FINANCING

Financing - Internal Sources	288	0	5,269	0	0	5,557
Contribution From Reserves	351	561	7970	0	0	8,882
Billings To Area Municipalities	406	0	0	0	0	406
Contribution Carry Forward	70	0	0	0	0	70
Current Contribution	52	0	0	0	0	52
Development Charge Contribution	13	166	684	0	0	863
	1,180	727	13,923	0	0	15,830

**SUMMARY OF CURRENT BUDGET EXPENDITURE
RESULTING FROM CAPITAL BUDGET**

CAPITAL FINANCING EXPENDITURE

Contribution to Capital	52	0	0	0	0	52
Debt Charges - Existing	165	217	217	203	148	950
Debt Charges - New	0	0	0	441	441	882
TOTAL CAPITAL FINANCING	217	217	217	644	589	1,884
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	217	217	217	644	589	1,884



PROTECTION TO

911



PERSONS & PROPERTY

STATEMENT OF PURPOSE

Police Services Board

The mission of the Hamilton-Wentworth Regional Police Services is to serve and protect in partnership with our community.

The Police Services Board's function is to provide policing and the maintenance of peace and good order, crime prevention and enforcement of criminal and regulatory laws in the Regional Municipality of Hamilton-Wentworth. Services provided include community policing initiatives, preventative patrolling, criminal investigations, traffic control, victim services and special educational services.

Conservation Authorities

To provide environmental protection services as defined in the Conservation Act (Ontario) in all watershed areas within the Region of Hamilton-Wentworth. Specific services include the preservation of nature areas and wildlife, flood control and the provision of recreational facilities through community ponds, reservoir areas and nature trails.

Emergency Services

To ensure through the Emergency Measurers Organization that the full range of emergency planning and preparedness measures are in place to be implemented in the event of a major emergency.

Grants to Community Agencies

To provide assistance to certain organizations which contribute to the provision of protection to persons and property.



PERFORMANCE MEASUREMENTS

Service Provided	Category	1995 Selected Performance Indicator	1995 Target	1995 Achieved	% of Target	1996 Target
POLICE						
Special Services Division	Workload	Intelligence (Charges) *	300	98	33	150
	Workload	Vice/Drug (Charges) **	1,000	589	59	1,000
Crime Stoppers Branch	Effectiveness	Criminal Arrests	200	158	79	200
	Effectiveness	Cases Cleared	500	403	81	500
	Effectiveness	Stolen Property Recovered ***	\$250,000	\$679,712	272	\$300,000
	Effectiveness	Seizure Of Illicit Drugs****	\$100,000	\$807,450	807	\$200,000
	Effectiveness	Calls to tips line	1,500	1,074	72	1,100
Traffic Division	Workload	Vehicles Stopped Under the Ride Program	80,000	70,780	88	72,000
Service Wide	Workload	Actual Offenses	50,000	49,313	99	50,000

Notes:

* Several projects i.e. Locos, Daniel, Dad started in 1995 were concluded with arrests in 1996. Also some arrests, especially where only assistance was given, were not reported.

* * Concentration on long-term projects produced fewer charges but involved accused persons of a higher criminal profile.

* * * Many calls about break-in's and stolen autos from students (High School Awareness Program).

* * * * Numerous calls received about hydroponics operation which resulted in several large seizures.

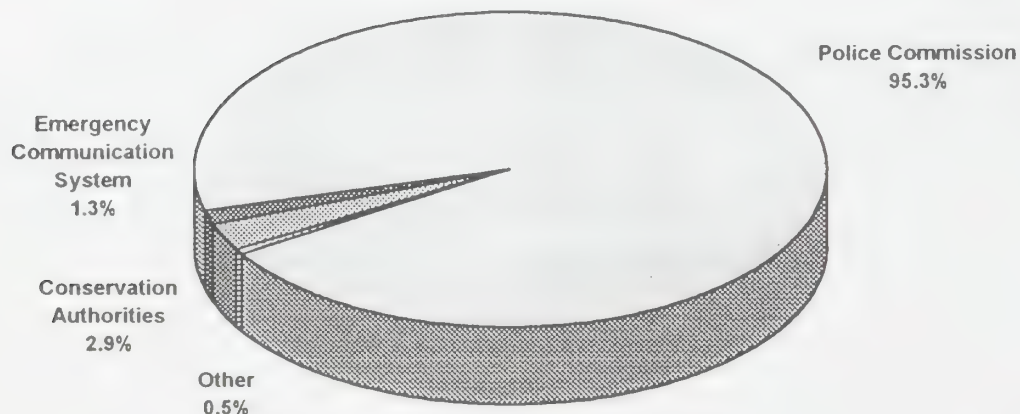


CONSOLIDATED CURRENT OPERATIONS

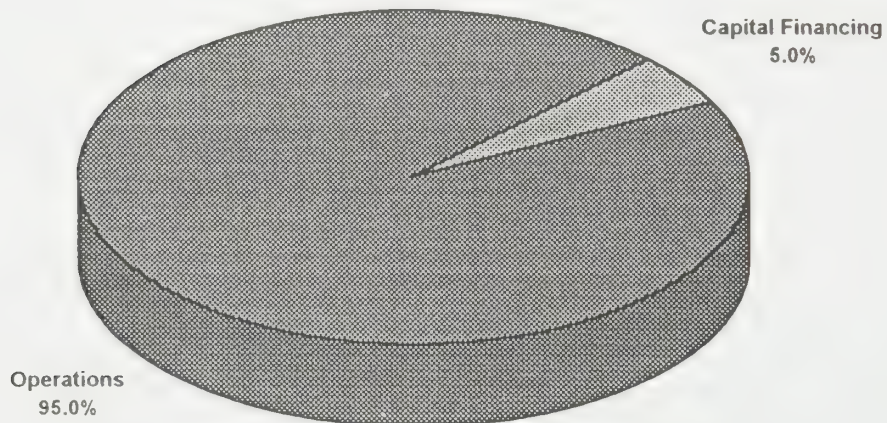
	1994 ACTUAL \$ 000	1995 BUDGET \$ 000	1995 ACTUAL \$ 000	1996 BUDGET \$ 000
GROSS EXPENDITURE				
POLICE COMMISSION				
Operations	68,119	68,410	69,297	70,938
Capital Financing	2,754	2,763	2,757	3,297
Transfers Between Functions	(78)	(73)	(73)	(73)
	70,795	71,100	71,981	74,162
EMERGENCY COMMUNICATION SYSTEM				
Operations	78	363	145	528
Capital Financing	301	64	64	506
	379	427	209	1,034
GRANTS TO CONSERVATION AUTHORITIES				
Hamilton Region Authority	2,244	2,287	2,287	2,058
Grand River Authority	88	90	90	77
Halton Region Authority	64	65	65	58
Niagara Peninsula	82	81	81	73
	2,478	2,523	2,523	2,266
EMERGENCY SERVICES				
Operations	466	201	178	201
Capital Financing	90	90	87	87
	556	291	265	288
GRANTS TO COMMUNITY GROUPS				
	53	40	46	38
TOTAL CONSOLIDATED EXPENDITURE	74,261	74,381	75,024	77,788
GROSS REVENUE				
General Levy	69,899	71,755	71,519	72,948
Government Grants - Canada	87	0	369	0
Government Grants - Ontario Specific	0	247	0	357
Fees From Users	410	426	415	595
Billings From Area Municipalities	0	56	0	157
Financing - Internal Sources	3,359	1,530	1,753	3,279
Other Revenues	506	367	967	452
TOTAL REVENUE	74,261	74,381	75,024	77,788



**PROTECTION TO PERSONS AND PROPERTY
1996 CONSOLIDATED CURRENT OPERATIONS
\$77.8 MILLION**



BY CURRENT AND CAPITAL COMPONENT



FIVE - YEAR FORECAST OF CURRENT BUDGET

	1996 \$ 000	1997 \$ 000	1998 \$ 000	1999 \$ 000	2000 \$ 000
GROSS EXPENDITURE					
POLICE COMMISSION					
Operations	70,937	72,282	72,774	73,030	73,282
Capital Financing	3,298	2,947	2,905	2,598	2,285
Transfers Between Functions	(73)	(75)	(78)	(81)	(84)
	74,162	75,154	75,601	75,547	75,483
EMERGENCY COMMUNICATION SYSTEM					
Operations	528	583	629	639	645
Capital Financing	506	572	572	572	572
	1,034	1,155	1,201	1,211	1,217
GRANTS TO CONSERVATION AUTHS.					
Hamilton Region Authority	2,058	2,099	2,141	2,184	2,227
Grand River Authority	77	78	80	82	83
Halton Region Authority	58	60	61	62	63
Niagara Peninsula	73	74	75	77	79
	2,266	2,311	2,357	2,405	2,452
EMERGENCY SERVICES					
Operations	201	205	209	213	217
Capital Financing	87	87	87	87	87
	288	292	296	300	304
HAMILTON BEACH RESCUE UNIT					
Operations	38	38	38	38	38
TOTAL GROSS EXPENDITURE	77,788	78,950	79,493	79,501	79,494
REVENUES					
Government Grants - Ontario	357	267	185	188	191
Fees From Users	595	606	617	629	640
Billings To Area Municipalities	157	154	186	189	189
Financing - Internal Sources	3,279	3,332	3,386	3,451	3,507
Other Revenue	452	460	468	476	485
TOTAL REVENUE	4,840	4,819	4,842	4,932	5,012
FUNDED BY TAX LEVY	72,948	74,131	74,651	74,569	74,482
% INCREASE	1.7%	1.6%	0.7%	-0.1%	-0.1%



FIVE - YEAR CAPITAL BUDGET - POLICE

	1996	1997	1998	1999	2000	TOTAL
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
CAPITAL EXPENDITURE						
Project Constable / CAD	1,630	500	0	0	0	2,130
Emergency Communication System	4,045	0	0	0	0	4,045
	5,675	500	0	0	0	6,175

CAPITAL FINANCING

Development Charges	0	0	0	0	0	0
Contribution to Capital	378	0	0	0	0	378
Financing - Internal Sources	3,058	500	0	0	0	3,558
Billings To Area Municipalities	1,905	0	0	0	0	1,905
Other Revenue	334	0	0	0	0	334
	5,675	500	0	0	0	6,175

**SUMMARY OF CURRENT BUDGET EXPENDITURE
RESULTING FROM CAPITAL BUDGET**

CAPITAL FINANCING EXPENDITURE

Contribution To Capital	378	0	0	0	0	378
Debt Charges - Existing	3,176	2,770	2,601	2,294	1,981	12,822
Debt Charges - New	0	500	617	617	617	2,351
TOTAL CAPITAL FINANCING	3,554	3,270	3,218	2,911	2,598	15,551
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	3,554	3,270	3,218	2,911	2,598	15,551



TRANSPORTATION

SERVICES



STATEMENT OF PURPOSE

Roadways

To administer the Regional Road System in an effective and cost-efficient manner at an acceptable level of service.

To ensure that the Regional Road System continues to function at an acceptable service level, as a viable transportation network to provide for the safe and efficient movement of vehicular traffic, while complying with mandated regulations and the Region's expressed concerns for environmental issues.

To provide programming, budgeting, obtaining of statutory and other approvals, design, construction and maintenance of Regional Roads.

To provide for the design and construction of storm and sanitary sewers, and watermains.

To provide engineering services to the City of Hamilton related to the administration of their road system.

To provide maintenance, reconstruction and local improvement construction services on local roadways which are the responsibility of the area municipality. All associated costs are recovered from the area municipality.

To implement and maintain a geographic parcel-related computer information system (PaRCIL) for a core group of user departments within the Region and the City of Hamilton.

To provide overall project management of the Red Hill Creek Expressway and other special projects for the Roads Department.

Regional Transit

To operate Hamilton Street Railway (H.S.R.), a safe, convenient and efficient public transit service within the urban area of the Region with a ridership of over 20 million passengers and a fleet of over 190 buses operating from modern transit garages located on Highway No. 6 South in Glanbrook and at 330 Wentworth Street North in Hamilton.

To provide a family of transportation services for persons with disabilities including specialized services (D.A.R.T.S.), taxi scrip and accessible low floor urban transit services.

Regional Airport

To provide the traveling and shipping public of the Hamilton-Wentworth Region and adjacent areas with facilities for passengers and air freight transportation services.

Administrative and operation expenditures are funded 100% by airport tenants or users and the Federal Government.

On June 6, 1995, Regional Council approved the Airport Privatization Project with the objective of privatizing the management and operations of the Airport. On January 6, 1996, Regional Council selected Tradeport International Corp. to manage and operate the Hamilton Airport.



CONSOLIDATED CURRENT OPERATIONS

	1994 ACTUAL	1995 BUDGET	1995 ACTUAL	1996 BUDGET
	\$ 000	\$ 000	\$ 000	\$ 000
GROSS EXPENDITURES				
ROADWAYS				
Operations	31,346	27,782	26,356	25,510
Capital Financing - Rehabilitation	4,135	4,239	4,239	4,345
Capital Financing - Red Hill Creek Expressway	1,771	4,624	4,660	3,966
Capital Financing - Other	17,111	10,953	11,734	15,005
Transfers Between Functions	(1,864)	(1,858)	(1,586)	(2,259)
	52,499	45,740	45,403	46,567
TRANSIT SYSTEM				
Hamilton Street Railway				
Operations	55,842	53,794	53,472	51,578
Capital Financing	2,427	2,450	2,766	2,455
Transfers Between Functions	(389)	(529)	(545)	(536)
Accessible Transportation Services				
Operations	6,220	6,760	6,919	7,920
Capital Financing	102	229	231	324
Travel Forecasting				
Operations	88	91	88	91
Capital Financing	19	16	16	16
	64,309	62,811	62,947	61,848
REGIONAL AIRPORT				
Operations	2,178	2,566	2,408	2,543
Capital Financing	38	40	39	75
Transfers Between Functions	0	0	0	0
	2,216	2,606	2,447	2,618
GRANTS TO COMMUNITY AGENCIES	0	0	0	0
TOTAL CURRENT EXPENDITURE	119,024	111,157	110,797	111,033



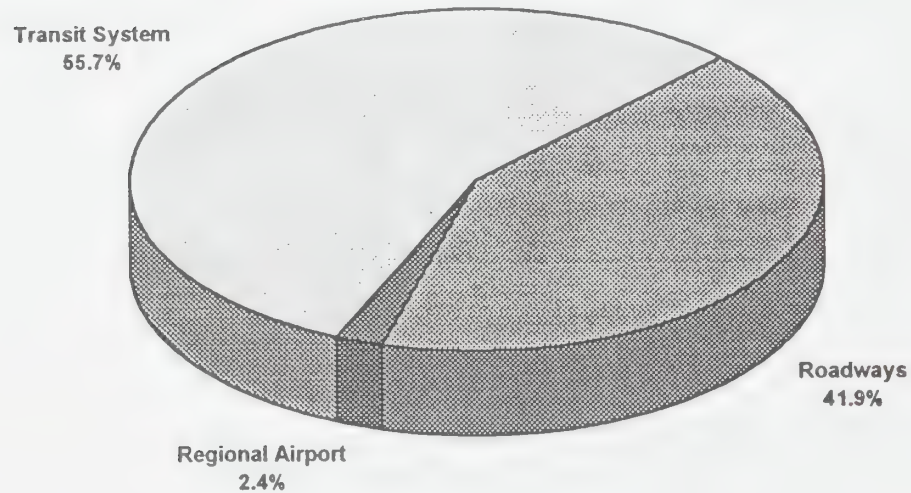
CONSOLIDATED CURRENT OPERATIONS (Cont'd)

	1994 ACTUAL	1995 BUDGET	1995 ACTUAL	1996 BUDGET
	\$ 000	\$ 000	\$ 000	\$ 000
GROSS REVENUE				
General Levy	22,308	20,600	19,879	29,065
Transit Levy	19,586	19,201	19,201	18,407
Government Grants- Unconditional	625	625	625	447
Government Grants- Ontario Specific *	22,808	19,324	19,099	13,296
Government Grants- Federal Specific	642	514	463	411
Fees From Users	24,868	26,591	26,272	27,693
Billings to Area Municipalities	3,623	3,668	3,229	2,865
Financing - Internal Sources	8,525	2,936	5,111	2,697
Transfer from Capital	15,749	17,610	16,864	15,982
Other Revenue	290	79	54	170
TOTAL CURRENT REVENUE	119,024	111,157	110,797	111,033

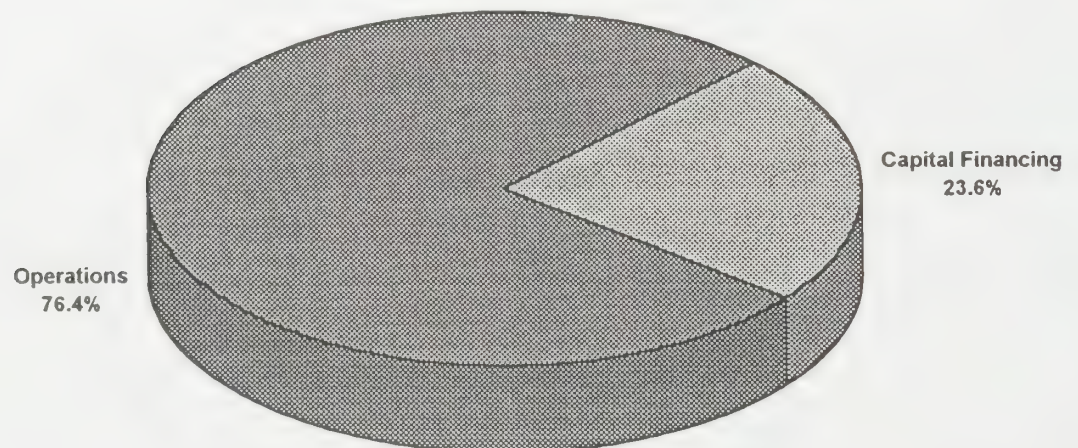
* During 1995, the Province announced that previous MTO conditional road grants would be incorporated with the unconditional grants under the Municipal Support Program. The above 1996 budget reflects this change in funding of the roads program.



**TRANSPORTATION SERVICES
1996 CONSOLIDATED CURRENT OPERATIONS
\$111.0 MILLION**



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1996	1997	1998	1999	2000
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
GROSS EXPENDITURES					
ROADS					
Administrative Services	1,722	1,757	1,791	1,810	1,845
Programming and Development	15,976	18,899	18,644	18,233	18,501
Capital Financing	18,971	20,174	21,620	26,057	29,434
Rehabilitation Program - Capital Financing	4,345	4,454	4,543	4,634	4,727
Design and Construction	5,193	5,297	5,403	5,457	5,566
Predesign and Special Projects	1,919	1,957	1,997	2,016	2,057
Parcel	700	400	400	400	400
Transfers Between Functions	(2,259)	(2,286)	(2,314)	(2,342)	(2,370)
	46,567	50,652	52,084	56,265	60,160
TRANSIT SYSTEM					
Hamilton Street Railway					
Operations	51,578	51,270	51,916	52,533	53,163
Capital Financing	2,455	2,569	2,891	2,926	2,966
Transfers Between Functions	(536)	(547)	(558)	(569)	(580)
Accessible Transportation Services					
Operations	7,920	8,004	8,163	8,326	8,493
Capital Financing	324	352	502	566	598
Travel Forecasting					
Operations	91	93	95	97	99
Capital Financing	16	17	17	18	18
	61,848	61,758	63,026	63,897	64,757
REGIONAL AIRPORT					
Operations	2,577	2,421	2,470	2,519	2,570
Capital Financing	41	43	46	48	50
	2,618	2,464	2,516	2,567	2,620
GRANTS TO COMMUNITY AGENCIES	0	0	0	0	0
TOTAL GROSS EXPENDITURE	111,033	114,874	117,626	122,729	127,537



FIVE-YEAR CURRENT BUDGET FORECAST (Cont'd)

	1996	1997	1998	1999	2000
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
GROSS REVENUE					
Government Grants- Unconditional	447	268	242	242	242
Government Grants- Ontario Specific	13,296	11,869	11,943	12,019	12,096
Government Grants- Federal Specific	411	419	428	436	445
Fees From Users	27,693	28,248	28,811	29,389	29,976
Billings to Area Municipalities	2,865	2,922	2,981	3,040	3,101
Financing - Internal Sources	2,697	2,542	2,592	2,642	2,694
Transfers from Capital	15,982	15,594	15,591	18,521	20,466
Other Revenue	170	173	177	180	184
TOTAL REVENUE	63,561	62,035	62,765	66,469	69,204
FUNDED BY GENERAL LEVY	29,065	33,458	35,006	36,282	38,225
FUNDED BY TRANSIT LEVY	18,407	19,381	19,855	19,978	20,108
FUNDED BY TAX LEVY	47,472	52,839	54,861	56,260	58,333
% INCREASE	-1.6%	11.3%	3.8%	2.6%	3.7%



FIVE-YEAR CAPITAL BUDGET

	1996	1997	1998	1999	2000	TOTAL
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
CAPITAL EXPENDITURE						
Roads	20,543	15,976	13,744	14,156	11,336	75,755
P.a.R.C.I.L.	1,648	0	0	0	0	1,648
Red Hill Creek Expressway	31,751	23,233	39,019	43,307	44,125	181,435
Hamilton Street Railway	12,027	17,143	5,062	5,197	5,207	44,636
Accessible Transportation Services	420	1,895	806	415	1,576	5,112
Airport	0	0	0	0	0	0
Travel Forecasting	203	69	70	73	74	489
	66,592	58,316	58,701	63,148	62,318	309,075
CAPITAL FINANCING						
Grants & Subsidies	26,816	26,316	25,209	27,418	28,447	134,206
Financing - External Sources	0	0	0	0	0	0
Financing - Internal Sources	3,813	5,250	1,665	1,505	2,087	14,320
Billings to Area Municipalities	(148)	0	0	0	0	(148)
Current Contribution	9,914	10,137	10,872	12,827	11,174	54,924
Deferred Contribution/ Contribution Carried Forward	14,033	8,123	10,847	11,980	11,708	56,691
Development Charge Contribution	5,410	3,088	4,072	3,079	2,464	18,113
Deferred Development Charge Contribution	3,038	1,797	3,016	3,230	3,243	14,324
Other Revenue	3,716	3,605	3,020	3,109	3,195	16,645
	66,592	58,316	58,701	63,148	62,318	309,075

SUMMARY OF CURRENT BUDGET EXPENDITURE RESULTING FROM CAPITAL BUDGET

CAPITAL FINANCING EXPENDITURE						
Contribution to Capital	5,569	5,683	7,057	8,758	10,162	37,229
Debt Charges - Existing	16,180	15,909	15,855	18,500	20,383	86,827
Debt Charges - New	0	1,563	2,164	2,357	2,522	8,606
Contribution - Rehabilitation*	4,345	4,454	4,543	4,634	4,727	22,703
Recovery - Development Charge Reserve	(1,174)	(1,174)	(1,209)	(1,209)	(1,209)	(5,975)
Recovery - Capital	(9,386)	(9,316)	(9,316)	(12,377)	(14,366)	(54,761)
TOTAL CAPITAL FINANCING	15,534	17,119	19,094	20,663	22,219	94,629
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	15,534	17,119	19,094	20,663	22,219	94,629

* To establish a capital program to assist repayment of debt charges generated by the external funding of the Rehabilitation Program. Debt charges are met from the capital program.



ENVIRONMENTAL

SERVICES



STATEMENT OF PURPOSE

Sanitary Sewer System

To continuously provide and maintain a system for the collection and treatment of domestic, commercial and industrial sanitary sewage.

To meet the effluent quality standards established by the Ministry of the Environment and Energy.

To minimize interruptions to the operations of the gravity collection and forced collection system.

Water Works System

To continuously supply quality potable water to domestic, commercial and industrial consumers in sufficient quantity and at adequate pressure.

To satisfy user needs and to minimize interruptions to the operation of the waterworks system. The system consists of a water treatment plant, wells, booster pumping stations, reservoirs and distribution watermains.

Objectives for 1996:

To meet or exceed water quality objectives for drinking water as established by the Ministry of Environment and Energy and Environment Canada.

To maintain adequate operating water pressure in the distribution system.

To store sufficient water to supply water to the customer for 24 hours without electrical power.

Storm Sewers - Hamilton

To provide the City of Hamilton with a Storm Management System to convey storm water to natural waterways with the objective of establishing separate storm and sanitary systems, minimizing flooding and minimizing interruptions to the operations of the gravity of storm sewer systems.

Waste Management System

To provide Waste Management System facilities and services for the processing and disposal of acceptable solid waste generated within the Region of Hamilton-Wentworth. Activities involved include the provision of landfill sites, transfer stations, planning, development and maintenance of facilities and equipment, environmental monitoring and efficient resource recovery programs.

To administer and enforce the Regional Sewer Use Control By-law. This includes providing twenty-four hour spill response, preparing sewer use agreements, and performing industrial inspections, sampling and sewer use enforcement activities.

To administer and provide analytical laboratory services through the Waterworks, Waste Water and Organics Laboratories, by bacteriological and analytical testing of drinking water and waste water to ensure Ministry of Environment and Energy guidelines are complied with, and organic testing of waste samples for the Waste Management System.

Corporate Services

To coordinate the financial and administrative requirements of the Environmental Services Department, including Current and Capital Budget preparation and monitoring, report preparation, monitoring supplies, maintaining personnel/payroll and administration of all other programs.



PERFORMANCE MEASUREMENTS

Service Provided	Category	1996 Selected Performance Indicator	1995 Target	1995 Achieved	% of Target	1996 Target
Waste Management	Efficiency	Disposal Site - Glanbrook (Tonnes Processed)	120,000	121,232	101%	45,000
	Efficiency	S.W.A.R.U. (Tonnes Incinerated)	95,000	87,629	92%	135,000
	Efficiency	Recyclable Collections (Tonnes)	20,500	17,434	85%	25,000
	Efficiency	Household Hazardous Waste (Vehicles entering depot)	7,850	9,302	118%	11,900
Waterworks	Workload	Watermain Repairs (No.)	750	461	61%	750
	Workload	Valve Maintenance (No.)	10,090	7,791	77%	10,290
	Workload	Hydrant Maintenance (No.)	16,340	15,198	93%	18,360
	Workload	Private Service Maintenance (No.)	15,763	17,945	114%	15,763
Sanitary Sewers	Workload	Sewer Repairs (No.)	70	23	33%	56
	Efficiency	Sewer Cleaning (\$/metre)	0.65	0.00	0%	0.65
	Workload	Inspections (Metres)	542,500	0	0%	110,550
	Workload	Manhole Repairs (No.)	147	155	105%	142
	Workload	Private Service Maintenance (No.)	305	468	153%	325
Storm Sewers	Workload	Sewer Repairs (No.)	5	1	20%	5
	Efficiency	Sewer Cleaning (\$/metre)	0.50	0.15	31%	0.45
	Workload	Inspections (Metres)	40,000	20,825	52%	31,450
	Workload	Manhole Repairs (No.)	39	32	82%	39
	Workload	Private Service Maintenance (No.)	40	25	63%	40
	Workload	Inlet/Outlet Maintenance (No.)	515	633	123%	515



CONSOLIDATED CURRENT OPERATIONS

	1994 ACTUAL	1995 BUDGET	1995 ACTUAL	1996 BUDGET
	\$ 000	\$ 000	\$ 000	\$ 000
GROSS EXPENDITURES				
SANITARY SEWERS				
Operations	17,232	17,115	17,601	17,894
Capital Financing	16,289	15,040	14,758	15,248
Transfers Between Functions	(383)	0	0	0
	33,138	32,155	32,359	33,142
WATERWORKS SYSTEM				
Operations	22,788	21,008	21,932	22,377
Capital Financing	14,702	11,949	11,850	11,058
	37,490	32,957	33,782	33,435
STORM SEWER SYSTEM				
Operations	1,431	2,300	2,031	2,144
Capital Financing	8,053	7,358	7,224	7,587
	9,484	9,658	9,255	9,731
INFRASTRUCTURE MAINTENANCE				
Operations	2,047	1,094	990	1,032
Transfers Between Functions	(349)	(489)	(488)	(520)
	1,698	605	502	512
WASTE MANAGEMENT				
Operations	17,008	16,487	16,371	12,514
Capital Financing	619	801	809	778
	17,627	17,288	17,180	13,292
SEWER USE CONTROL				
Operations	3,135	2,650	3,114	2,236
Transfers Between Functions	(1,031)	(855)	(868)	(784)
	2,104	1,795	2,246	1,452
REGIONAL LABORATORIES				
Operations	1,395	1,032	1,001	1,017
Transfers Between Functions	(1,311)	(1,014)	(968)	(997)
	84	18	33	20
ADMINISTRATIVE SERVICES				
Operations	4,819	3,272	3,258	3,634
Transfers Between Functions	(2,667)	(1,790)	(1,776)	(1,816)
	2,152	1,482	1,482	1,818
TOTAL CONSOLIDATED EXPENDITURE	103,777	95,958	96,839	93,402

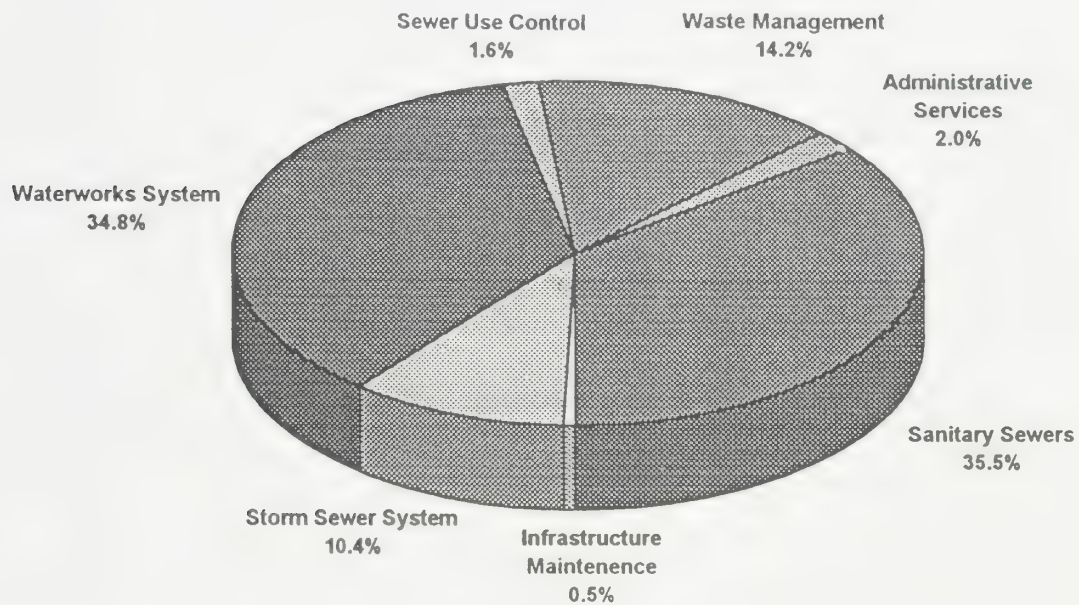


CONSOLIDATED CURRENT OPERATIONS (Cont'd)

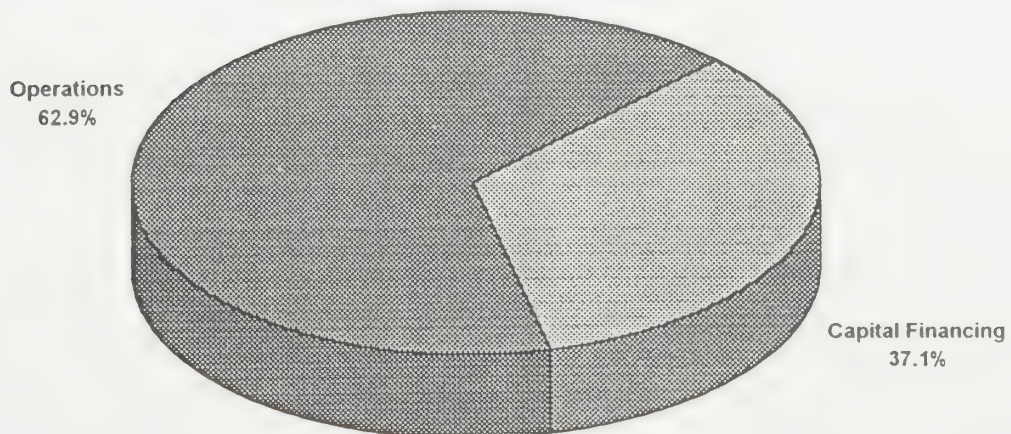
	1994 ACTUAL	1995 BUDGET	1995 ACTUAL	1996 BUDGET
	\$ 000	\$ 000	\$ 000	\$ 000
<i>GROSS REVENUE</i>				
General Levy	15,305	14,167	14,563	11,655
Storm Levy	8,043	8,042	8,042	8,371
Government Grants-Unconditional	239	238	238	170
Government Grants-Specific	984	1,073	758	448
Direct Billings To Ratepayers	56,777	57,929	59,776	62,761
Local Improvement Recoveries	2,759	2,820	2,638	2,819
Fees From Users	3,376	3,095	2,282	2,369
Contribution From Capital Fund	3,269	1,821	2,039	1,639
Contribution From Reserve Fund	12,363	6,397	5,819	2,781
Other Revenue	662	376	683	389
TOTAL CONSOLIDATED REVENUE	103,777	95,959	96,839	93,402



**ENVIRONMENTAL SERVICES
1996 CONSOLIDATED CURRENT OPERATIONS
\$93.4 MILLION**



BY CURRENT AND CAPITAL COMPONENT



FIVE YEAR CURRENT BUDGET FORECAST

	1996	1997	1998	1999	2000
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
GROSS EXPENDITURE					
SANITARY SEWERS					
Operations	17,894	17,481	17,821	18,168	18,522
Capital Financing	15,248	15,411	15,638	15,923	16,152
	33,142	32,892	33,459	34,091	34,674
WATERWORKS SYSTEM					
Operations	22,377	22,747	23,194	23,650	24,115
Capital Financing	11,058	11,172	11,310	11,514	11,681
	33,435	33,919	34,504	35,164	35,796
STORM SEWER SYSTEM					
Operations	2,144	2,206	2,242	2,583	2,566
Capital Financing	7,587	7,792	8,012	7,875	8,099
	9,731	9,998	10,254	10,458	10,665
INFRASTRUCTURE MAINTENANCE					
Operations	1,032	1,053	1,074	1,095	1,117
Transfers Between Functions	(520)	(530)	(541)	(552)	(563)
	512	523	533	543	554
WASTE MANAGEMENT SYSTEM					
Operations	12,514	12,111	12,457	12,680	12,925
Capital Financing	778	963	1,377	1,431	1,467
	13,292	13,074	13,834	14,111	14,392
SEWER USE CONTROL					
Operations	2,236	2,281	2,327	2,374	2,421
Transfers Between Functions	(784)	(800)	(816)	(832)	(849)
	1,452	1,481	1,511	1,542	1,572
REGIONAL LABORATORIES					
Operations	1,017	1,037	1,058	1,079	1,101
Transfers Between Functions	(997)	(1,017)	(1,037)	(1,058)	(1,079)
	20	20	21	21	22
ADMINISTRATIVE SERVICES					
Operations	3,634	3,707	3,781	3,857	3,934
Transfers Between Functions	(1,816)	(1,852)	(1,889)	(1,927)	(1,966)
	1,818	1,855	1,892	1,930	1,968
TOTAL GROSS EXPENDITURES	93,402	93,762	96,008	97,860	99,643



FIVE YEAR CURRENT BUDGET FORECAST (Cont'd)

	1996	1997	1998	1999	2000
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Gross Revenues:					
Direct Billings to Ratepayers	62,761	64,942	65,672	66,993	68,237
Fees From Users	2,819	2,760	2,760	2,760	2,760
Local Improvement Recoveries	2,369	2,397	2,426	2,455	2,485
Contribution From Capital Fund	1,639	1,672	1,707	1,740	1,774
Contribution From Reserve Fund	2,781	1,791	1,827	1,864	1,901
Other Revenue	389	5	5	5	5
TOTAL GROSS REVENUE	73,376	73,444	74,696	76,121	77,470
FUNDED BY TAX LEVY	20,026	20,318	21,312	21,739	22,173
% INCREASE	-9.8%	-1.5%	4.9%	2.0%	2.0%



FIVE-YEAR CAPITAL BUDGET

	1996	1997	1998	1999	2000	Total
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
CAPITAL EXPENDITURE						
Waste Management	5,035	3,509	721	485	270	10,020
Waterworks	23,861	13,700	12,512	12,423	11,321	73,817
Sanitary Sewers	39,334	15,583	11,561	21,525	17,093	105,096
Storm Sewers	21,220	6,937	7,341	7,676	6,518	49,692
	89,450	39,729	32,135	42,109	35,202	238,625

CAPITAL FINANCING

Grants & Subsidies	9,928	114	0	0	0	10,042
Current Contribution	18,375	15,669	14,649	14,818	12,875	76,386
Current Contribution Carried Forward	9,218	0	0	0	0	9,218
Development charges	7,736	3,284	1,519	1,062	3,946	17,547
Fees From Users	2,953	3,270	1,889	3,101	1,739	12,952
Financing - Internal Sources	30,150	17,392	14,078	23,128	16,642	101,390
Financing - External Sources	10,000	0	0	0	0	10,000
Other Revenue	1,090	0	0	0	0	1,090
	89,450	39,729	32,135	42,109	35,202	238,625

**SUMMARY OF CURRENT BUDGET EXPENDITURE
RESULTING FROM CAPITAL BUDGET**

CAPITAL FINANCING EXPENDITURE

Contribution to Capital	18,375	15,669	14,649	14,818	12,875	76,386
Debt Charges - Existing	16,296	15,197	14,167	12,536	12,067	70,263
Debt Charges - New	0	4,522	7,521	9,389	12,457	33,889
Recovery from Development Charge						
Reserve	(400)	(400)	(409)	(409)	(409)	(2,027)
Recovery From Reserves	(380)	(380)	(380)	0	0	(1,140)
TOTAL CAPITAL FINANCING	33,891	34,608	35,548	36,334	36,990	177,371
INCREMENTAL OPERATING COSTS	0	199	161	211	176	746
IMPACT ON CURRENT BUDGET	33,891	34,807	35,709	36,545	37,166	178,117



HEALTH

SERVICES



STATEMENT OF PURPOSE

The Regional Public Health Department provides health protection, health promotion, disease prevention and treatment programs and services to all residents of the Regional Municipality of Hamilton-Wentworth. Under the requirements of the Health Protection and Promotion Act, 1983, the Department provides programs and services in the areas of: Healthy Lifestyles, Healthy Growth & Development and Environmental Health. The Regional Public Health Department is also a "Teaching Health Unit", affiliated with McMaster University and the University of Guelph. These affiliations are in place to ensure the integration of service, education and research to sustain excellence in community health services. Educational opportunities are provided for students in health sciences and other education programs and interdisciplinary life-long learning is promoted.

The Department also provides Children's Mental Health Services, Alcohol & Drug Assessment Services and Septic System Approvals. Services are designed to enable citizens of Hamilton-Wentworth to increase control over and to improve their health and to maximize quality of life in the community. The Regional Public Health Department is accountable to the Hamilton-Wentworth Regional Council which acts as the Board of Health under the Health Protection and Promotion Act.

Healthy Lifestyles Branch

The Healthy Lifestyles Branch develops, implements, and evaluates programs that contribute to the achievement of the goals and objectives of the "Healthy Lifestyles Programs" as stated in the Mandatory Health Programs and Services Guidelines, of the Health Protection and Promotion Act. The overall goal of the Healthy Lifestyles Branch is to enable all people in the community (of Hamilton-Wentworth) to have the opportunity to adopt and maintain health promoting practices for themselves, their family and the community.

The Healthy Lifestyles Branch works in collaboration with many community partners to facilitate lifestyle change in this region. A combination of health promotion strategies are used to enhance knowledge and awareness, change behavior and skills, and create environments that support healthy practices, i.e., make healthy choices the easy choices. The Branch uses population-wide strategies such as mass media communication, public policy development, and curriculum development, as well as grassroots community-based initiatives that reach target groups in various sites.

Healthy lifestyle behaviors promoted by this Branch include: healthy eating, regular physical activity, not using tobacco and not abusing drugs, alcohol, prescription drugs and illicit substances. These lifestyles, if not adhered to, are known to lead to ischemic heart disease, cancer and injuries which are the primary causes of premature death and disability in Hamilton-Wentworth.

Healthy Growth & Development

The Healthy Growth & Development Branch provides health promotion and illness/injury prevention services in keeping with the Health Protection and Promotion Act, the Mandatory Health Programs and Services Guidelines, and other associated legislation. Public health nursing staff work with the community, groups, families and individuals to attain and maintain optimal health.

Nursing staff work out of four offices and visit homes, schools, physicians' offices, community agencies, clinics and hospitals. Nurses are involved in health promotion activities which include advocating, enabling, building healthy public policy, creating supportive environments, strengthening community action, developing personal skills and reorienting health services. They facilitate groups, for example: healthy parenting, healthy sexuality, elder abuse.



STATEMENT OF PURPOSE

They provide information on such topics as: exercise, diet, substance abuse, parenting and they provide health promotion counselling to groups and individuals. They also support community development activities.

Environmental Health Branch

The branch provides program services by way of two distinctly different roles. The first involves regular inspections and audits which are carried out in all food establishments as well as other facilities (e.g., swimming pools, lodging homes) which have the potential to adversely affect human health. This role requires education, promotion and community development approaches, all with the goal of achieving behavior change.

The second role is enforcement and this makes the Environmental Health Branch different from most other public health disciplines. Public Health Inspectors have a statutory obligation to enforce the provisions of the Health Protection and Promotion Act, regulations made under the Act (e.g., Food Premises Reg., Swimming Pool Reg.), Part VIII of the Environmental Protection Act, local by-laws and other health-related Acts and Regulations.

Central Services

The Central Services Branch encompasses a variety of program service and administrative areas including the Medical Officer of Health, Communicable Disease Program, Dental Services, and Finance & Administration.

Medical Officer of Health

The Health Protection and Promotion Act, 1983, designates the Medical Officer of Health (MOH) as the Executive Officer of the Board of Health. In the Regional structure of the Regional

Municipality of Hamilton-Wentworth, the MOH is the Head of the Regional Public Health Department and reports to both the Chief Administrative Officer (CAO) of the Region and to the Health and Social Services Committee of Regional Council. The MOH is responsible for establishing strategic directions, managing public health services and programs and for enforcing health legislation. The MOH plays a lead role in the activities of Department Management Team, which is made up of Directors of each program branch. In addition, the MOH liaisons with various other administrative bodies such as the Region Management Team, the Medical Officers of Health for the other 41 Health Units in Ontario, Ontario's Chief MOH and other officials of the Ministry of Health. The MOH also liaisons with other Community organizations, including the District Health Council, the McMaster/Mohawk Joint Liaison committee and, other Health Care community organizations.

Communicable Disease Program

This multi-disciplinary team comprised of inspectors, nurses and secretaries works with other programs and professionals to reduce the incidence and resultant morbidity/mortality from communicable diseases. The Director of the Program is the Associate Medical Officer of Health.

The control of communicable diseases includes surveillance, case finding, tracing and follow-up of contacts of cases, compliance counselling, promotion of communicable disease awareness, and risk factor reduction in the community.

Dental Services

Under the direction of the Dental Consultant, the Dental Services division provides screening and dental health education to all children aged 5 - 13, pursuant to the Health Promotion and Protection Act.



STATEMENT OF PURPOSE

A Dental Consultant is shared by Regional Public Health Department and the Brant County Health Unit, and reports to the Associate Medical Officer of Health, while maintaining line responsibility for all dental staff and programs.

The Regional Municipality of Hamilton-Wentworth also provides dental treatment for secondary school aged children whose families cannot afford dental care.

Finance & Administrative Services

The Finance & Administrative Services Branch provides advise and counsel to the MOH, Branch Directors, and other staff for both cost-

shared (75%) and various 100% Ministry funded programs such as Mental Health, Child & Adolescent, Sexual Health, Drug & Alcohol, Teaching Health Unit and CINOT. Finance & Administrative Services staff perform varying roles including guiding, coordinating, administering, or governing as appropriate within the following key functions:

- Financial Planning & Control
- Human Resource Management
- Facilities Planning & Control
- Management Information Systems
- General Administrative Services



PERFORMANCE MEASUREMENTS

	1995 Target	1995 Achieved	% of Target	1996 Target
HEALTHY LIFESTYLES BRANCH				
NUTRITION AND PHYSICAL ACTIVITY PROMOTION				
Consultations, workshops, meetings with professionals, agencies and groups in health, social services, recreation, education and mass media.	1,000	805	81%	1,000
Consultations, workshops, meetings, contacts with caregivers of preschool children.	250	234	94%	200
Consultations, workshops, meetings to support school curriculum, development and implementation.	25	27	108%	30
Newspaper columns, media releases and interviews	75	141	188%	80
Consultations with consumers	400	531	133%	500
Demands for information and resource material	2,500	2,383	95%	2,000
Community group activities, i.e. skill development and education sessions	90	190	211%	140
Consultations, workshops, meetings to improve food access, develop food policy and physical activity policy	200	144	72%	150
SUBSTANCE ABUSE PREVENTION				
Liaison with community agencies, groups and media	N/A	6	N/A	12
Consultations and workshops in response to community requests	N/A	5	N/A	12
Consultations, workshops and meetings regarding school-based projects, workplace programs and other projects based on community need and resources	N/A	9	N/A	15
TOBACCO USE PREVENTION				
Liaison with agencies, organizations, professionals through committee work	40	45	113%	40
Initiatives with external agencies/groups related to prevention, smoking cessation and smoking policy	11	11	100%	5
Consultations/Information in response to community calls	75	153	204%	125
Community-based projects focusing on tobacco use prevention/cessation issues identified by group	2	2	100%	3
Support and promotion of activities targeted at specific community groups	40	42	105%	45



PERFORMANCE MEASUREMENTS (Cont'd)

	1995 Target	1995 Achieved	% of Target	1996 Target
ALCOHOL AND DRUG ASSESSMENT SERVICES				
Intakes, including information and referrals	800	853	107%	850
Persons serviced, including assessment, counseling and case-management appointments	550	578	105%	575
HEALTHY GROWTH AND DEVELOPMENT BRANCH				
GENERAL NURSING				
Vision & Hearing	16,000	8,883	56%	0
Contract Visits/Phone Visit (Total)	64,000	49,000	77%	44,900
Community Committees # of committees	125	125	100%	125
# of hours	1,500	1,500	100%	1,500
Community Group Work (Education sessions, community development and special projects - # of participants)	80,000	45,365	57%	48,000
Pediculosis (funded by Board of Education)				
- Number Screened	24,000	74,256	309%	60,000
- Number Infested	350	1,854	530%	1,500
Sexually Transmitted Disease				
- Number of Positive Test Referrals	950	600	63%	600
- Counselling Contracts by PHN	3,500	5,050	144%	5,050
Intake and Information Phone	3,500	8,863	253%	9,400
PRENATAL CLASSES				
Evening prenatal classes - Number of series offered	90	82	91%	90
- Total number of registrants	1,000	840	84%	1,000
Single Mother's Prenatal Classes				
- Number of Series	20	30	150%	30
- Total Number of Registrants	250	274	110%	274
HOME CARE				
Number of Visits	4,500	6,686	N/A	**
** Based on the January 1996 announcement from the Provincial Government on Long-Term reform, we are uncertain as to the transition of this program and thus, the target service level is undetermined at this time.				
AIDS EDUCATION				
STD/AIDS Presentations	50	100	200%	100
STD/AIDS Attendees	3,000	1,600	53%	1,600
STD/AIDS Hotline/Information Calls	1,200	1,250	104%	1,250



PERFORMANCE MEASUREMENTS (Cont'd)

	1995 Target	1995 Achieved	% of Target	1996 Target
SECOND LEVEL LODGING HOMES				
PHN Inspections	250	50	20%	20
PHN Follow-up and PCS visits	450	360	80%	360
BIRTH CONTROL CLINICS				
Client Contacts: Stoney Creek	3,400	3,200	94%	3,200
Dundas	2,250	2,400	107%	2,400
Mountain	0	264	N/A	275
SERENA GRANT				
Presentations to High School Students & Community	30	30	100%	30
Number of Attendees	700	700	100%	700
Information and Follow-up calls	275	275	100%	275
Private Sessions	24	24	100%	24
Teacher - Couple Volunteers	8	8	100%	8
<u>ENVIRONMENTAL HEALTH BRANCH</u>				
GENERAL INSPECTIONS				
# of Inspections	32,000	29,000	91%	29,000
WORK ORDERS				
# of Work Orders Requested	1,375	1,366	99%	1,375
MOE ENVIRONMENTAL PROGRAM				
Certificate of Approvals	360	175	49%	125
MOE Inspections	2,200	1,300	59%	2,000
TOBACCO ACT ENFORCEMENT				
Enforcement Incidents	2,500	2,764	111%	2,750
<u>TEACHING HEALTH UNIT</u>				
Students in clinical/applied education experiences	1,800	2,100	117%	2,100
Hours of student time in contact with DPHS staff	19,000	22,000	116%	22,000
Externally funded research projects	35	35	100%	35
Internally funded research projects	20	15	75%	15
Peer review & other publications	45	45	100%	45
Articles accepted to be published	15	10	67%	10



PERFORMANCE MEASUREMENTS (Cont'd)

	1995 Target	1995 Achieved	% of Target	1996 Target
<u>CENTRAL SERVICES</u>				
DENTAL PREVENTION				
Preschool Screening/Education	0	200	N/A	0
Dental Health Education	8,000	15,500	194%	12,000
Dental Prevention (top fl.)	0	40	N/A	0
DENTAL TREATMENT				
Dental Treatment (no. children)	650	650	100%	650
MINISTRY DENTAL TREATMENT (CINOT)				
Screened	20,000	32,000	160%	25,000
Referrals	2,500	3,000	120%	2,700
COMMUNICABLE DISEASE PROGRAM				
Immunization - School Pupils Fully Immunized (Grades 2&7)	84,710	80,000	94%	85,000



CONSOLIDATED CURRENT OPERATIONS

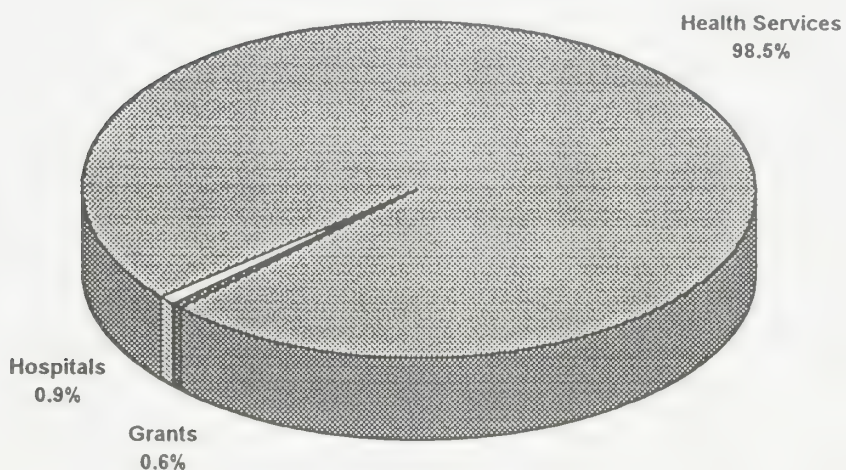
	1994 ACTUAL \$ 000	1995 BUDGET \$ 000	1995 ACTUAL \$ 000	1996 BUDGET \$ 000
GROSS EXPENDITURE				
REGIONAL HEALTH SERVICES				
Administrative	1,770	1,857	1,759	1,620
Family Planning Program	848	728	727	728
Inspection Services	1,946	1,808	1,707	1,510
Instructional Services	1,592	2,057	1,911	2,820
Nursing Services	7,488	6,479	6,683	6,233
Nutrition Program	540	822	706	831
Preventive Dentistry	1,077	1,042	941	767
Child and Adolescent Services	1,455	1,579	1,474	1,579
Other Programs	813	812	775	812
	17,529	17,184	16,683	16,900
Capital Financing	250	355	354	354
	17,779	17,539	17,037	17,254
HOSPITALS				
Capital Financing	1,290	1,281	888	160
	1,290	1,281	888	160
GRANTS TO COMMUNITY AGENCIES	0	0	0	100
TOTAL CONSOLIDATED EXPENDITURE	19,069	18,820	17,925	17,514

GROSS REVENUE

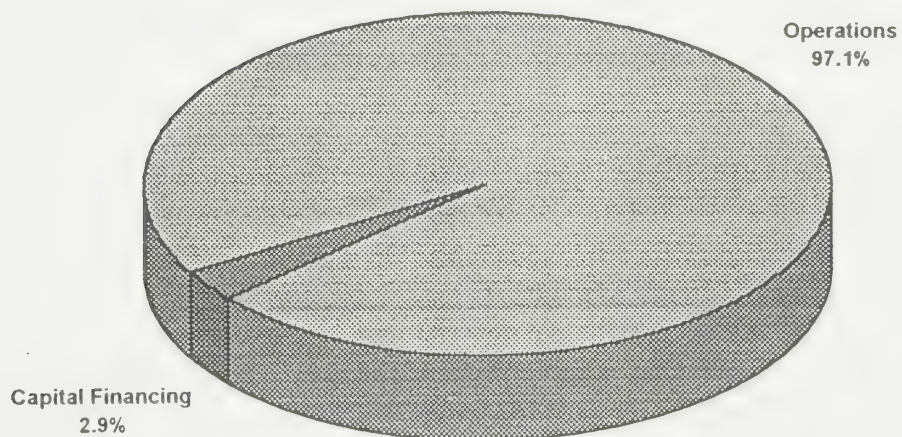
General Levy	3,325	3,204	3,195	3,084
Government Grants - Specific	13,569	13,431	13,040	13,446
Fees From Users	896	982	826	916
Financing - Internal Sources	245	163	225	48
Financing - External Sources	28	34	20	20
Transfer from Capital	1,006	1,006	619	0
TOTAL CONSOLIDATED REVENUE	19,069	18,820	17,925	17,514



**HEALTH SERVICES
1996 CONSOLIDATED CURRENT OPERATIONS
\$17.5 MILLION**



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1996	1997	1998	1999	2000
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
GROSS EXPENDITURES					
REGIONAL HEALTH SERVICES					
Administrative	1,620	1,652	1,685	1,719	1,754
Family Planning Program	728	743	757	773	788
Inspection Services	1,510	1,540	1,571	1,602	1,634
Instructional Services	2,820	2,876	2,934	2,993	3,052
Nursing Services	6,233	6,313	6,394	6,476	6,562
Nutrition Program	831	848	865	882	900
Preventive Dentistry	767	782	798	814	830
Child and Adolescent Services	1,579	1,611	1,643	1,676	1,709
Other Programs	812	828	845	862	879
	16,900	17,193	17,492	17,797	18,108
Capital Financing	354	354	354	354	354
	17,254	17,547	17,846	18,151	18,462
HOSPITALS					
Capital Financing	160	48	48	48	48
	160	48	48	48	48
GRANTS TO COMMUNITY AGENCIES					
	100	0	0	0	0
TOTAL GROSS EXPENDITURE	17,514	17,595	17,894	18,199	18,510
GROSS REVENUE					
Government Grants - Specific	13,446	13,715	13,990	14,269	14,554
Fees From Users	916	934	953	972	992
Financing - Internal Sources	48	48	48	48	48
Financing - External Sources	20	21	21	22	22
TOTAL REVENUE	14,430	14,718	15,012	15,311	15,616
FUNDED BY TAX LEVY	3,084	2,877	2,882	2,888	2,894
% INCREASE	-3.7%	-6.7%	0.2%	0.2%	0.2%



FIVE-YEAR CAPITAL BUDGET

	1996	1997	1998	1999	2000	TOTAL
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
CAPITAL EXPENDITURE						
Chedoke-McMaster Hospitals	3,050	2,200	750	0	0	6,000
St. Peter's Centre	1,450	1,450	0	0	0	2,900
	4,500	3,650	750	0	0	8,900
CAPITAL FINANCING						
Contribution Carried Forward	3,275	2,545	645	0	0	6,465
Development Charge Contribution	1,225	1,105	105	0	0	2,435
	4,500	3,650	750	0	0	8,900

**SUMMARY OF CURRENT BUDGET EXPENDITURE
RESULTING FROM CAPITAL BUDGET**

CAPITAL FINANCING EXPENDITURE						
Contribution To Capital	67	0	0	0	0	67
Debt Charges - Existing	447	402	402	402	402	2,055
Recovery - Development Charge Reserve	(48)	(48)	(48)	(48)	(48)	(240)
Recovery - Ministry of Health	(207)	(207)	(207)	(207)	(207)	(1,035)
TOTAL CAPITAL FINANCING	259	147	147	147	147	847
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	259	147	147	147	147	847



SOCIAL AND

FAMILY SERVICES



STATEMENT OF PURPOSE

General Assistance

To provide assistance to clients under the provision of the General Welfare Assistance Act, either directly or by referral to appropriate agencies and organizations; to assist G.W.A. clients to find suitable employment and/or undertake training.

To provide permissive services allowable under the General Welfare Assistance Act to persons in receipt of social assistance and to low-income earners.

To provide residential services mandatory under the General Welfare Assistance Act through the purchase of service contracts with hostels and lodging homes.

To provide subsidized home management nursing service and homemaking/nursing services under the Homemakers and Nurses Services Act.

In 1996, the caseload for General Welfare Assistance Programs is expected to decrease to 153,540 cases or 14% below 1995 Budget. The G.W.A. Program continues to be affected by changes to the Federal Unemployment Insurance Act and the down turn in both the Provincial and local economies.

Services for Seniors

To provide and fund support services through the Seniors Day Program to low income elderly and disabled persons, which assist them to maintain independent living in the community.

To provide facility-based long term care to elderly persons whose needs can no longer be met in the community. Services are provided at Macassa Lodge and Wentworth lodge in accordance with the Homes for the Aged and Rest Home Act.

Day Care

To provide Day Care services in accordance with the Day Nurseries Act through Purchase of Service Agreements with licensed nurseries and private home day care. To directly operate a day care service that includes special needs children.

To participate in community committees such as Community Child Abuse Committee, the Child Care Advisory Committee, etc.

Grants to Community Agencies

To provide financial assistance to the Children's Aid Society, and the Catholic Children's Aid Society, in accordance with Provincial Legislation.

To provide, through the Grants process, financial assistance to community social service agencies, groups and organizations operating within the Region and under limited funding sources.

To support and encourage interaction and co-operation among agencies and organizations providing social services within the Region as well as developing and maintaining programs and projects to better the social fabric.



PERFORMANCE MEASUREMENTS

Service Provided	Category	1995 Selected Performance Indicator	1995 Target	1995 Achieved	% of Target	1995 Target
<i>GENERAL ASSISTANCE</i>						
Income Maintenance	Workload	Complaints Received/Investigated	5,000	3,829	96	3,600
- Eligibility Review	Workload	Accident Agreements Completed	20	24	133	24
	Workload	C.P.P. Assignments	250	221	73	250
	Efficiency	Fraud Charges Laid	400	213	64	300
	Effectiveness	Dollars Returned	120,000	104,377	87	120,000
Regional	Workload	General Info. Sessions (# of Clients)	6,000	3,587	60	4,000
Employment	Workload	Workshops (# of Clients Attended)	4,350	4,656	107	4,400
Programs	Workload	Job Finding Club (# of Clients Served)	180	144	80	180
	Workload	Project 50 (# of Participants Served)	100	106	106	400
	Workload	Number of Interviews Conducted	8,000	8,876	111	6,000
	Effectiveness	Total Placements in Employment	1,400	1,301	93	1,400
	Effectiveness	Total Placements in Training	400	403	101	400
	Effectiveness	Individual Client Assessments	6,000	3,515	59	6,000
	Effectiveness	Clients Referred to Employment	4,000	1,738	43	1,800
	Effectiveness	Clients referred to Training Opportunities	1,200	1,103	92	2,000
Helping Hands	Workload	Jobs Completed - Elderly	15,600	11,434	73	15,600
	Workload	Jobs Completed - Disabled	2,700	2,017	75	2,700

Note: The Target and Achieved are figures for the Employment Services Unit.

HISTORICAL DATA	1992	1993	1994	1995	1996 (est.)
# of GWA Cases	198,087	203,889	197,843	178,635	153,540



CONSOLIDATED CURRENT OPERATIONS

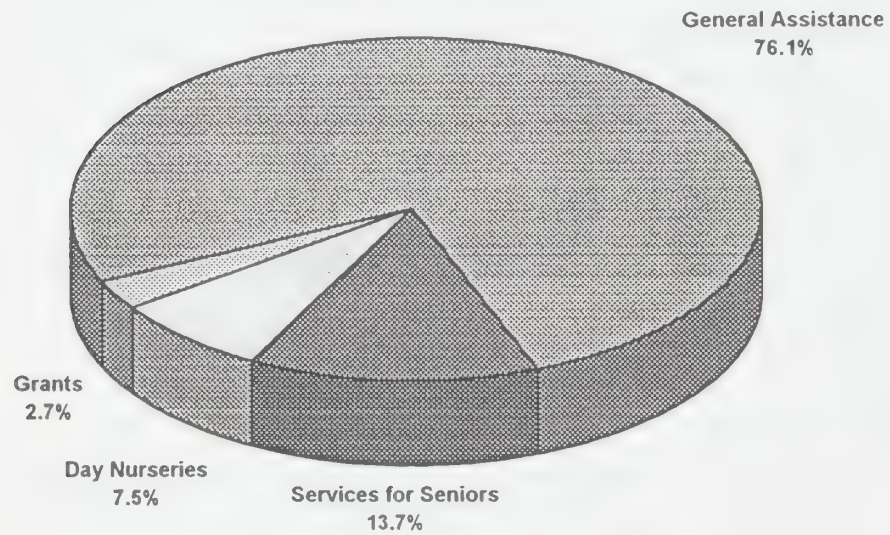
	1994 ACTUAL \$ 000	1995 BUDGET \$ 000	1995 ACTUAL \$ 000	1996 BUDGET \$ 000
GROSS EXPENDITURE				
GENERAL ASSISTANCE				
Mandatory GWA Program	152,961	139,735	137,461	101,669
Direct / Community Services	18,864	22,403	16,877	14,609
Homemakers / Nursing / Counselling Services	3,460	3,325	2,909	2,807
General Administration	662	595	786	590
	175,947	166,058	158,033	119,675
SERVICES FOR SENIORS				
Macassa Lodge	12,424	12,392	11,905	12,321
Wentworth Lodge	8,274	8,182	8,048	8,231
Capital Financing	1,293	1,603	1,591	1,089
	21,991	22,177	21,544	21,641
DAY NURSERIES				
Purchase of Services	10,278	10,940	9,770	10,561
Red Hill Family	1,250	1,280	1,267	1,206
	11,528	12,220	11,037	11,767
GRANTS TO COMMUNITY AGENCIES	4,704	4,573	4,822	4,314
TOTAL CONSOLIDATED EXPENDITURE	214,170	205,028	195,436	157,397

GROSS REVENUE

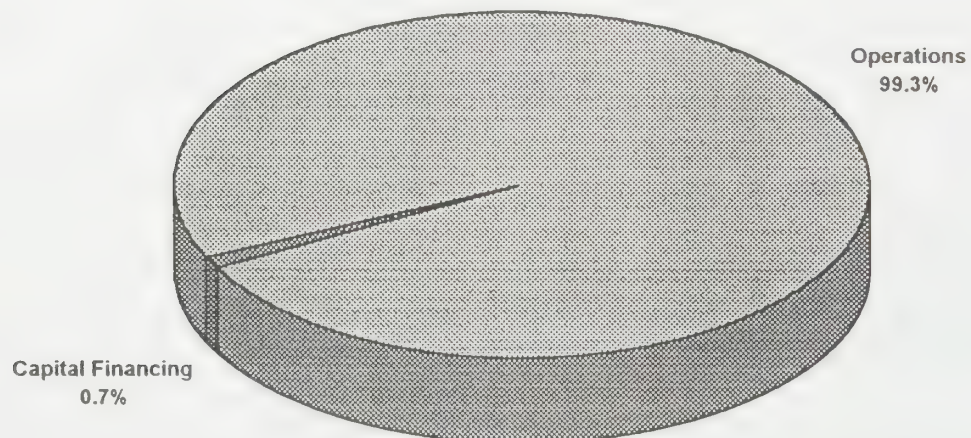
General Levy	37,068	35,569	35,102	33,384
Government Grants - Specific	167,663	161,608	152,017	117,836
Fees From Users	6,364	6,023	6,513	6,177
Financing - Internal Sources	2,273	1,062	1,073	0
Transfer from Capital	731	731	731	0
Other - Regional Sources	71	35	0	0
TOTAL CONSOLIDATED REVENUE	214,170	205,028	195,436	157,397



**SOCIAL SERVICES
1996 CONSOLIDATED CURRENT OPERATIONS
\$157.4 MILLION**



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1996	1997	1998	1999	2000
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
GROSS EXPENDITURES					
GENERAL ASSISTANCE					
Mandatory GWA Program	101,669	103,505	105,471	107,482	109,533
Direct / Community Services	14,609	14,873	15,155	15,444	15,739
Homemakers / Nursing Services / Counselling Services	2,807	2,857	2,912	2,968	3,024
General Administration	590	601	612	624	636
	119,675	121,836	124,150	126,518	128,932
SERVICES FOR SENIORS					
Macassa Lodge	12,321	12,543	12,782	13,025	13,274
Wentworth Lodge	8,231	8,380	8,540	8,702	8,867
Capital Financing - Lodges	1,089	2,146	2,135	2,769	2,769
	21,641	23,069	23,457	24,496	24,910
DAY NURSERIES					
Purchase of Services	10,561	10,751	10,956	11,164	11,378
Red Hill Centre - Operations	1,206	1,228	1,251	1,275	1,299
	11,767	11,979	12,207	12,439	12,677
GRANTS TO COMMUNITY AGENCIES					
Children's Aid Societies	3,174	3,237	3,302	3,368	3,436
Community Social Agencies	1,140	1,140	1,140	1,140	1,140
	4,314	4,377	4,442	4,508	4,576
TOTAL GROSS EXPENDITURE	157,397	161,261	164,256	167,961	171,095
GROSS REVENUE					
Government Grants - Specific	117,836	118,667	120,674	123,087	125,549
Fees From Users	6,177	6,301	6,427	6,555	6,686
TOTAL GROSS REVENUE	124,013	124,968	127,101	129,642	132,235
FUNDED BY TAX LEVY	33,384	36,293	37,155	38,319	38,860
% INCREASE	-6.1%	8.7%	2.4%	3.1%	1.4%



FIVE-YEAR CAPITAL BUDGET - SERVICES FOR SENIORS

	1996	1997	1998	1999	2000	TOTAL
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
CAPITAL EXPENDITURE						
Lodge Renovations	6,487	14,118	6,698	3,503	2,224	33,030
	6,487	14,118	6,698	3,503	2,224	33,030
CAPITAL FINANCING						
Subsidies	3,846	7,060	3,349	1,752	1,112	17,119
Financing - External Sources	2,641	7,058	3,349	1,751	1,112	15,911
	6,487	14,118	6,698	3,503	2,224	33,030

**SUMMARY OF CURRENT BUDGET EXPENDITURE
RESULTING FROM CAPITAL BUDGET**

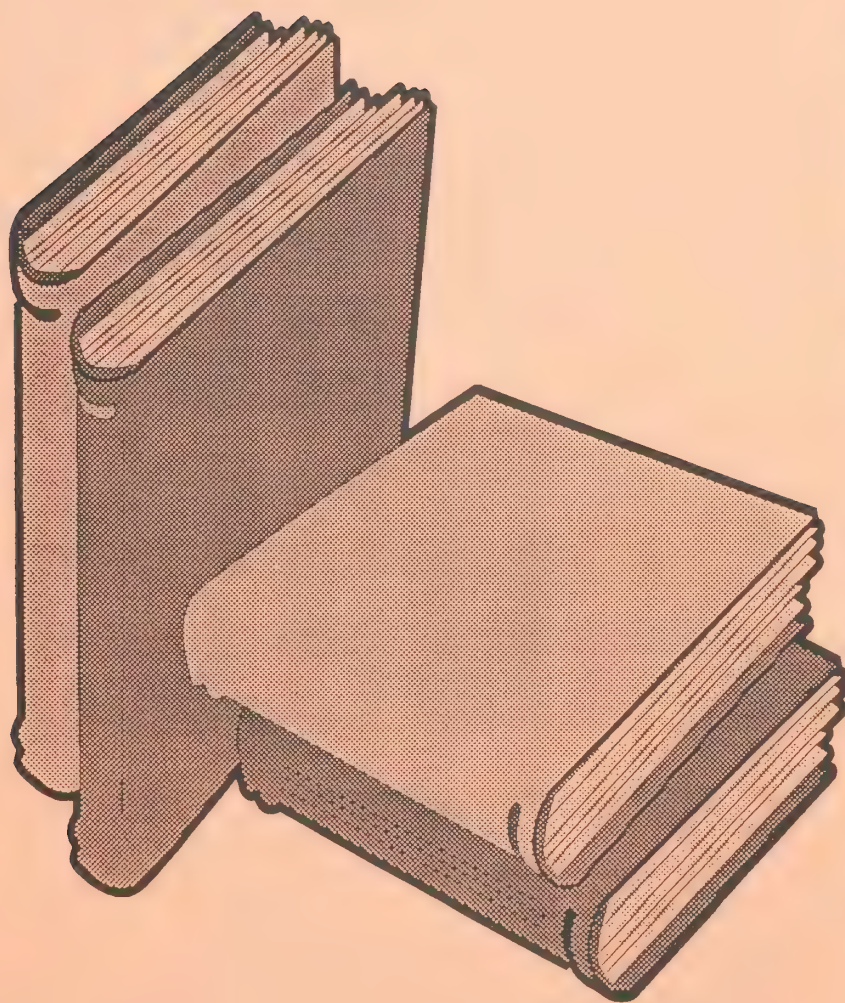
CAPITAL FINANCING

Contribution To Capital Program	0	0	0	0	0	0
Debt Charges - Existing	1,089	1,089	1,078	1,078	1,078	5,412
Debt Charges - New		1,057	1,057	1,691	1,691	5,496
TOTAL CAPITAL FINANCING	1,089	2,146	2,135	2,769	2,769	10,908
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	1,089	2,146	2,135	2,769	2,769	10,908



RECREATION AND

CULTURAL SERVICES



STATEMENT OF PURPOSE

Library Services

To provide, through the Wentworth Library Board, public library services to fulfill the recreational, cultural and educational information needs of the communities of Ancaster, Flamborough, Glanbrook and Stoney Creek.

These services are provided through availability of collections, and public cultural and educational programs in 15 branches.

Museums

To provide Westfield Heritage Centre as a passive conservation area using on-site heritage buildings and artifacts to support recreational activities and special events throughout the year.

Recreational Parks

To attract tourists and cultivate a Regional identity by means of the wave action pool, the children's waterplay area and other waterfront activities in Confederation Park.

McMaster University

To provide financial assistance for the construction of a new wing to the main library building which will accommodate the immediate and future needs of the University and serve the community of Hamilton-Wentworth as a whole.

Grants to Community Agencies

To provide cultural grants to certain community groups and organizations to encourage community activity in programs related to the self-fulfillment of individuals and the well being of the Region.

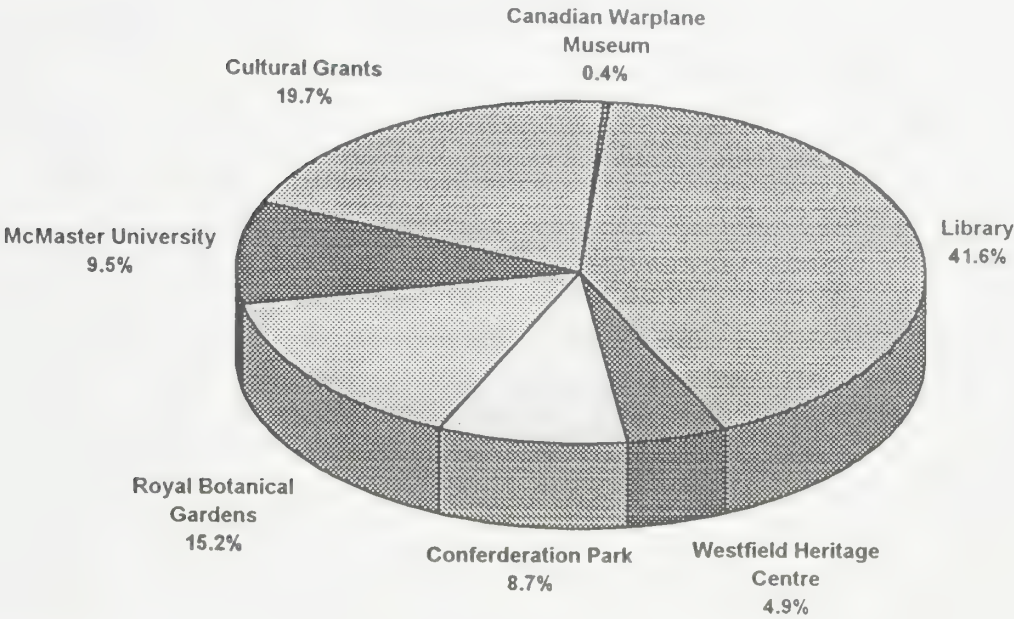


CONSOLIDATED CURRENT OPERATIONS

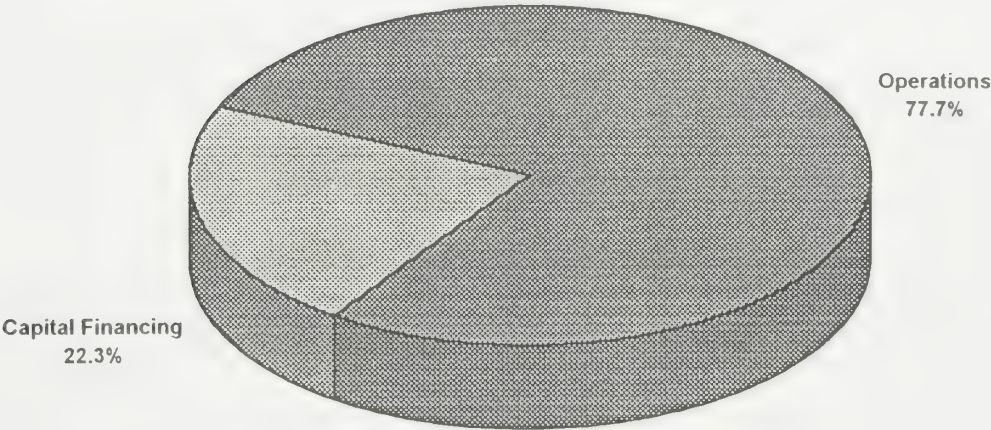
	1994 ACTUAL \$ 000	1995 BUDGET \$ 000	1995 ACTUAL \$ 000	1996 BUDGET \$ 000
GROSS EXPENDITURES				
LIBRARY SERVICES				
Operations	2,424	2,452	2,343	2,466
Capital Financing	69	78	214	2
	2,493	2,530	2,557	2,468
WESTFIELD HERITAGE CENTRE				
Operations	142	177	177	135
Capital Financing	98	114	114	154
	240	291	291	289
CONFEDERATION PARK				
Capital Financing	693	693	693	520
	693	693	693	520
ROYAL BOTANICAL GARDENS				
Operating Grant	1,062	1,062	1,062	906
	1,062	1,062	1,062	906
MCMASTER UNIVERSITY				
Capital Financing	608	608	608	564
	608	608	608	564
CANADIAN WARPLANE MUSEUM				
Capital Financing	0	15	15	26
	0	15	15	26
CULTURAL GRANTS				
Operating Grants	1,547	1,545	1,555	1,114
Capital Financing	141	108	108	60
	1,688	1,653	1,663	1,174
TOTAL CONSOLIDATED EXPENDITURE	6,784	6,852	6,889	5,947
REVENUE				
General Levy	4,028	4,059	4,059	3,361
Library Levy	1,948	2,026	2,026	2,050
Government Grants - Unconditional	49	49	49	35
Government Grants - Specific	359	366	366	296
Fees From Users	36	26	34	24
Contribution From Capital Fund	263	263	263	118
Contribution From Reserve Fund	28	0	10	0
Other Revenue	73	63	82	63
TOTAL CONSOLIDATED REVENUE	6,784	6,852	6,889	5,947



RECREATION AND CULTURAL SERVICES
1996 CONSOLIDATED CURRENT OPERATIONS
\$5.9 MILLION



BY CURRENT AND CAPITAL COMPONENT



FIVE-YEAR CURRENT BUDGET FORECAST

	1996	1997	1998	1999	2000
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
GROSS EXPENDITURES					
LIBRARY SERVICES					
Operations	2,466	2,515	2,578	2,630	2,683
Capital Financing	2	132	157	157	157
	2,468	2,647	2,735	2,787	2,840
WESTFIELD HERITAGE CENTRE					
Operations	135	135	135	133	133
Capital Financing	154	177	192	207	225
	289	312	327	340	358
CONFEDERATION PARK					
Capital Financing	520	468	481	495	511
	520	468	481	495	511
ROYAL BOTANICAL GARDENS					
Operating Grant	906	978	1,009	1,029	1,050
	906	978	1,009	1,029	1,050
MCMASTER UNIVERSITY					
Capital Financing	564	564	564	564	0
	564	564	564	564	0
CANADIAN WARPLANE MUSEUM					
Capital Financing	26	133	133	133	133
	26	133	133	133	133
CULTURAL GRANTS					
Operating Grant	1,114	1,136	1,159	1,182	1,206
Capital Financing	60	0	0	0	0
	1,174	1,136	1,159	1,182	1,206
TOTAL GROSS EXPENDITURE	5,947	6,238	6,408	6,530	6,098

FIVE-YEAR CURRENT BUDGET FORECAST (Cont'd)

	1996	1997	1998	1999	2000
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
GROSS REVENUE					
Government Grants - Unconditional	35	26	19	19	19
Government Grants - Ontario Specific	296	302	308	314	320
Fees From Users	24	24	24	24	24
Contribution From Capital Fund	118	19	19	19	0
Contribution From Reserve Fund	0	0	0	0	0
Other Revenue	63	64	65	65	65
TOTAL GROSS REVENUE	536	435	435	441	428
FUNDED BY TAX LEVY					
	5,411	5,803	5,973	6,089	5,670
% INCREASE	-11.1%	7.2%	2.9%	1.9%	-6.9%



FIVE-YEAR CAPITAL BUDGET

	1996	1997	1998	1999	2000	TOTAL
	\$000	\$000	\$000	\$000	\$000	\$000
CAPITAL EXPENDITURE						
Library Services	1,101	104	0	0	0	1,205
Canadian Warplane Museum	2,536	0	0	0	0	2,536
Westfield Heritage Centre	169	111	119	135	148	682
Confederation Park	519	468	481	495	511	2,474
	4,325	683	600	630	659	6,897

CAPITAL FINANCING

Grants & Subsidies	1,259	0	0	0	0	1,259
Current Contribution	519	468	481	495	511	2,474
Financing - Internal Sources	2,075	215	119	135	148	2,692
Other Revenue	472	0	0	0	0	472
	4,325	683	600	630	659	6,897

**SUMMARY OF CURRENT BUDGET EXPENDITURE
RESULTING FROM CAPITAL BUDGET**

CAPITAL FINANCING EXPENDITURE

Contribution to Capital	519	468	481	495	511	2,474
Debt Charges - Existing	807	745	745	744	180	3,221
Debt Charges - New	0	261	301	317	335	1,214
TOTAL CAPITAL FINANCING	1,326	1,474	1,527	1,556	1,026	6,909
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	1,326	1,474	1,527	1,556	1,026	6,909

ECONOMIC

DEVELOPMENT & PLANNING



STATEMENT OF PURPOSE

Planning and Development

To provide a full range of long range and current planning services and assistance to Regional Departments and Area Municipalities, in the attainment of a sustainable community, through an efficient and effective land use and development pattern.

To administer and, as warranted, amend the Official Plan, undertake related land use and policy studies.

To administer assigned and delegated planning authority from the Province, including the approval of:

- plans of subdivision and condominium;
- part-lot control by-law;
- area municipality official plans and amendments; and
- mediation to resolve land development and planning disputes.
- Land Division Committee applications.

To maintain a centralized information system on land uses, development, demographic projections, economy and employment trends.

To undertake research and special studies on provincial, regional and sectoral planning issues.

Objectives for 1996 Include:

To finalize the new Official Plan for Council adoption and submission to the Provinces for approval.

To continue implementation of sustainable community initiatives as an Agenda 21 Model Community, including the annual sustainable development day, youth forum, indicators study and review of the municipal decision-making guide.

To resolve outstanding issues of the provincially approved Official Plan and undertake Official Plan policy initiatives such as the Greenlands Strategy.

To assist area municipalities regarding development of official plans and other initiatives such as new housing statements and establishment or refinement of information systems.

To apply new provincial policy statements and guidelines where applicable.

To continue streamlining planning and development approval processes with emphasis on Official Plan amendments, land division and condominium applications.

Economic Development

To improve the economic well-being of the Region by providing services to the local business community, and by promoting the Region as a centre for industry, commerce, tourism and conventions.

To co-ordinate and develop surveys to measure land and building prices and to inventory industrial land.

Objectives for 1996 include:

The Region's economic strategy is the foundation for business development tasks and objectives. Recently, Regional Council adopted the Renaissance Document, a strategic plan for the revitalization of the community to complement economic development strategies which are consistent with the vision 2020 statement and framework of the Region's task force on sustainable development.

To attract a larger share of the total convention and meetings market in Canada and internationally and to ensure local awareness of Greater Hamilton as a convention destination.

The tourism mission is to increase the number and length of stay of visitation of Greater Hamilton generating more revenues for the communities.



STATEMENT OF PURPOSE

Greater Hamilton Technology Enterprise Centre

The Economic Development Department has a working partnership with the BAC to deliver support to small business in the Region. The mission of the BAC is; "To be an effective Agent and Catalyst in the formation, development and sustenance of small business which will contribute to the economic health of Hamilton-Wentworth".

The BAC is the Regional Centre of Entrepreneurship. It provides:

- information and counseling to anyone considering business start-up
- in-depth coaching services to new business
- mentoring through qualified volunteers to assist existing small business
- stimulating formation and growth of technology business by providing on-going business/marketing advice and access to community, provincial and national resources. The BAC also markets GHTEC space to prospective tenants and manages the building for the Region.

Grants to Community Agencies

To provide assistance to groups promoting agriculture and tourism.

PERFORMANCE MEASUREMENTS

Service Provided	Category	1995 Selected Performance Indicator	1995 Target	1995 Achieved	% of Target	1996 Target
ECONOMIC DEVELOPMENT						
Business Development	Workload	Visitation	500	650	130	650
	Workload	Lead Generation	500	217	43	300
	Effectiveness	Completed Files	120	42	35	75
Convention Development	Effectiveness	Total # of Conventions	220	197	90	220
	Effectiveness	# of Convention Delegates	100,000	89,577	90	100,000
	Effectiveness	Convention Revenue (\$ Millions)	\$196	\$212	108	\$196
Tourism Development	Effectiveness	# of Tourists	1.0M	1.1M	113	1.0M
	Effectiveness	Festival Attendance	609,094	668,145	110	609,094
	Effectiveness	# of Inquiries At Tourist Centres	30,000	36,379	121	30,000
GREATER HAMILTON TECHNOLOGY ENTERPRISE CENTRE						
Operations	Effectiveness	Rental Space Occupied	95%	85%	89	85%
	Effectiveness	# of Clients Tenants	14	14	100	17
	Effectiveness	# of tenant employees working at GHTEC	80	70	88	90
Business Advisory Centre (Self Help Office)	Workload	# of Clients *	12,000	11,707	98	12,000
	Workload	# of Information Inquiries	10,500	10,231	97	10,500
	Workload	# of Phone Consultations *	850	855	101	900
	Workload	# of Appointments	650	449	69	500
Entrepreneurial Programs	Effectiveness	# of Participants	700	762	109	700
	Effectiveness	# of New Business Starts	500	692	138	500
	Effectiveness	Additional Jobs Created	350	385	110	350

Notes: * 1995 Achieved includes Jobs Ontario which was cancelled July 31, 1995



PERFORMANCE MEASUREMENTS (Cont'd)

Service Provided	Category	1995 Selected Performance Indicator	1995 Target	1995 Achieved	% of Target	1996 Target
<i>PLANNING</i>						
Technical & Cartographic	Workload	# of Land Division Sketches	205	230	112	215
	Workload	# of Office Layouts	4	4	100	2
	Workload	Subdivision & Condominium Display Maps	15	28	187	20
	Workload	# of Official Plan Amendment Maps - ROPA	20	24	120	20
	Workload	# of Official Plan Amendment Maps - LOPA	22	22	100	20
Official Plan Maintenance	Workload	Regional Office Plan Amendments	5	6	120	5
	Workload	Circulation Comments	300	210	70	300
	Workload	Environmental Impact Statements	12	5	42	10
	Workload	Ontario Municipal Board Hearings	16	15	94	12
Land Division Committee	Workload	Subdivision/Land Applications	205	230	112	215
	Workload	# of Meetings Held	20	20	100	20
Subdivision & Condominium Administration	Workload	# of New Applications	20	28	140	20
	Workload	# of Lots/Units Registered	1,000	954	95	1,000
Annual Sustainable Development Day	Workload	Attendance	1,500	2,000	133	2,000

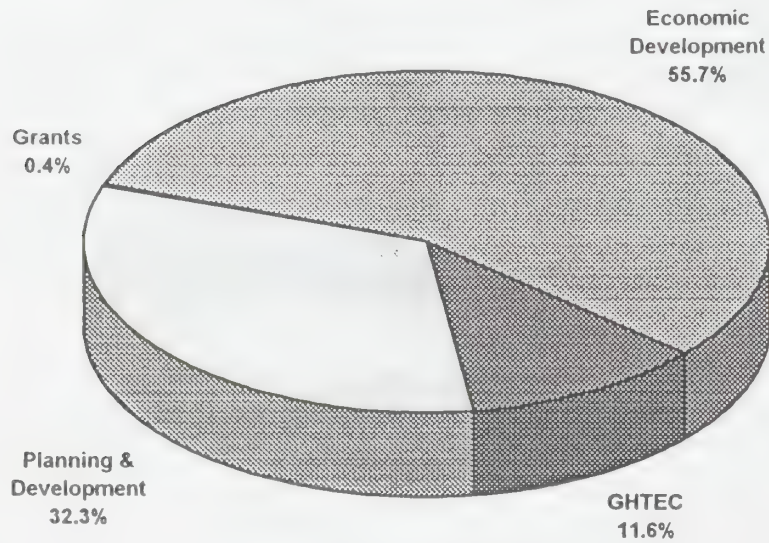


CONSOLIDATED CURRENT OPERATIONS

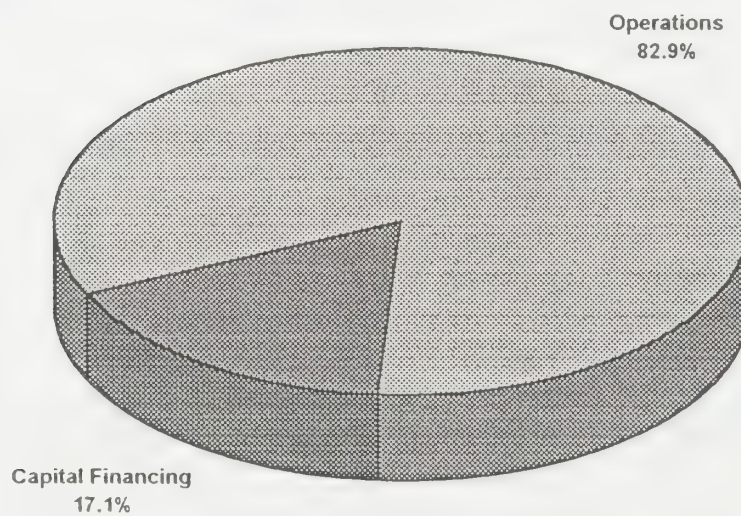
	1994 ACTUAL \$ 000	1995 BUDGET \$ 000	1995 ACTUAL \$ 000	1996 BUDGET \$ 000
GROSS EXPENDITURE				
ECONOMIC DEVELOPMENT				
Operations	5,111	3,667	3,516	3,922
Capital Financing	33	33	240	878
Transfers Between Functions/Funds	0	0	0	(3)
	5,144	3,700	3,756	4,797
GREATER HAMILTON TECHNOLOGY ENTERPRISE CENTRE				
Operations	301	406	395	402
Capital Financing	251	596	595	596
	552	1,002	990	998
PLANNING AND DEVELOPMENT				
Operations	3,994	2,087	2,341	2,787
Transfers Between Functions/Funds	(1)	0	0	(5)
	3,993	2,087	2,341	2,782
GRANTS	46	41	41	34
TOTAL EXPENDITURE	9,735	6,830	7,128	8,611
GROSS REVENUE				
General Levy	5,844	5,916	5,765	6,302
Government Grants - Ontario	36	0	35	0
Government Grants - Specific	12	4	4	0
Fees From Users	899	728	744	1,902
Billings To Area Municipalities	1,829	0	360	0
Financing - Internal Sources	1,052	126	200	394
Other Revenues	63	56	20	13
TOTAL REVENUE	9,735	6,830	7,128	8,611



**ECONOMIC DEVELOPMENT AND PLANNING
1996 CONSOLIDATED CURRENT OPERATIONS
\$8.6 MILLION**



BY CURRENT AND CAPITAL COMPONENT



FIVE - YEAR FORECAST OF CURRENT BUDGET

	1996	1997	1998	1999	2000
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
GROSS EXPENDITURE					
ECONOMIC DEVELOPMENT					
Operations	3,922	3,978	4,034	4,091	4,149
Capital Financing	878	878	878	878	878
Transfers Between Functions/Funds	(3)	0	0	0	0
	4,797	4,856	4,912	4,969	5,027
GREATER HAMILTON TECHNOLOGY ENTERPRISE CENTRE					
Operations	402	410	418	427	435
Capital Financing	596	596	596	596	586
	998	1,006	1,014	1,023	1,021
PLANNING AND DEVELOPMENT					
Operations	2,787	2,811	2,835	2,860	2,886
Transfers Between Functions/Funds	(5)	(5)	(5)	(5)	(5)
	2,782	2,806	2,830	2,855	2,881
GRANTS	34	34	34	34	34
TOTAL GROSS EXPENDITURE	8,611	8,702	8,790	8,880	8,963
GROSS REVENUE					
Government Grants - Ontario	0	0	0	0	0
Government Grants - Specific	0	0	0	0	0
Fees From Users	1,902	1,940	1,978	2,019	2,059
Billings To Area Municipalities	0	0	0	0	0
Contribution From Capital Funds	212	216	220	224	228
Financing Internal Sources	182	186	189	193	197
Other Revenue	13	13	13	13	13
TOTAL GROSS REVENUE	2,309	2,355	2,400	2,449	2,496
FUNDED BY TAX LEVY	6,302	6,347	6,390	6,431	6,467
% INCREASE	6.5%	0.7%	0.7%	0.6%	0.6%



FIVE - YEAR CAPITAL BUDGET - ECONOMIC DEVELOPMENT

	1996	1997	1998	1999	2000	TOTAL
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
CAPITAL EXPENDITURE						
Industrial Land	1,652	1,480	1,072	65	28	4,297
	<u>1,652</u>	<u>1,480</u>	<u>1,072</u>	<u>65</u>	<u>28</u>	<u>4,297</u>
CAPITAL FINANCING						
Grants & Subsidies	0	0	0	0	0	0
Deferred Sales Industrial Land	(21)	481	(280)	(1,658)	(1,962)	(3,440)
Financing - Internal Sources	0	0	0	0	0	0
Current Contribution	0	0	0	0	0	0
Sale of Industrial Land	1,673	999	1,352	1,723	1,990	7,737
Other Revenue	0	0	0	0	0	0
	<u>1,652</u>	<u>1,480</u>	<u>1,072</u>	<u>65</u>	<u>28</u>	<u>4,297</u>

**SUMMARY OF CURRENT BUDGET EXPENDITURE
RESULTING FROM CAPITAL BUDGET**

CAPITAL FINANCING EXPENDITURE

Contribution To Capital	642	642	642	642	642	3,210
Debt Charges - Existing	832	832	832	832	822	4,150
Debt Charges - New	0	0	0	0	0	0
TOTAL CAPITAL FINANCING	<u>1,474</u>	<u>1,474</u>	<u>1,474</u>	<u>1,474</u>	<u>1,464</u>	<u>7,360</u>
INCREMENTAL OPERATING COSTS	0	0	0	0	0	0
IMPACT ON CURRENT BUDGET	<u>1,474</u>	<u>1,474</u>	<u>1,474</u>	<u>1,474</u>	<u>1,464</u>	<u>7,360</u>



APPENDICES



PROJECTION OF EXTERNAL DEBT - ANNUAL CHARGES

	1996	1997	1998	1999	2000
	\$000	\$000	\$000	\$000	\$000
PROTECTION TO PERSONS & PROPERTY					
Police	941	687	707	707	707
TRANSPORTATION SERVICES					
Roadways	9,387	9,317	9,317	12,378	14,366
ENVIRONMENTAL SERVICES					
Sanitary Sewers	4,110	3,899	3,601	3,366	3,109
Storm Sewers	2,171	2,189	1,845	1,791	1,791
Waterworks	653	515	276	64	0
HEALTH SERVICES					
Hospitals	45	0	0	0	0
General Health	276	276	276	276	276
SOCIAL & FAMILY SERVICES					
Services for Seniors	717	1,774	1,774	2,408	2,408
Catholic Children's Aid Society	552	552	552	552	552
RECREATION & CULTURAL SERVICES					
Art Gallery	60	0	0	0	0
McMaster University	564	564	564	564	0
ECONOMIC DEVELOPMENT & PLANNING					
Economic Development	566	566	566	566	566
DEVELOPMENT CHARGES					
Development Charges	7,041	7,029	7,194	7,180	7,166
TOTAL	27,083	27,367	26,671	29,851	30,940



PROJECTION OF EXTERNAL DEBT OUTSTANDING

	1996	1997	1998	1999	2000
	\$000	\$000	\$000	\$000	\$000
PROTECTION TO PERSONS & PROPERTY					
Police	1,546	1,313	1,080	848	615
TRANSPORTATION SERVICES					
Roadways	18,515	16,175	45,039	73,182	100,881
ENVIRONMENTAL SERVICES					
Sanitary Sewers	20,678	19,253	17,998	16,875	15,910
Storm Sewers	5,516	4,820	4,431	4,090	3,744
Waterworks	768	316	61	0	0
HEALTH SERVICES					
Hospitals	0	0	0	0	0
General Health	1,129	988	847	706	565
SOCIAL & FAMILY SERVICES					
Services for Seniors	10,816	10,507	16,181	15,712	15,211
Catholic Children's Aid Society	2,258	1,976	1,694	1,411	1,129
RECREATION & CULTURAL SERVICES					
Art Gallery	0	0	0	0	0
McMaster University	522	348	174	0	0
ECONOMIC DEVELOPMENT & PLANNING					
Economic Development	2,316	2,027	1,737	1,448	1,158
DEVELOPMENT CHARGES					
Development Charges	16,627	14,054	11,495	8,949	6,417
TOTAL	80,691	71,775	100,735	123,219	145,629



PROJECTION OF INTERNAL DEBT - ANNUAL CHARGES

	1996	1997	1998	1999	2000
	\$000	\$000	\$000	\$000	\$000
GENERAL GOVERNMENT SERVICES					
Accommodation	55	55	55	53	8
Corporate Services	29	135	135	576	576
Information Systems	39	39	37	25	15
Human Resources	0	52	52	52	52
PROTECTION TO PERSONS & PROPERTY					
Police	2,148	2,497	2,424	2,118	1,805
Emergency Services	87	87	87	87	87
TRANSPORTATION SERVICES					
Roadways	451	622	622	375	375
Transit - H.S.R.	2,455	2,569	2,891	2,926	2,966
D.A.R.T.S.	319	353	502	566	599
Airport	41	43	46	48	50
ENVIRONMENTAL SERVICES					
Sanitary Sewers	1,297	3,144	5,140	5,568	7,353
Storm Sewers	2,348	3,291	3,777	3,926	4,549
Waterworks	2,470	4,160	4,953	5,200	5,835
Waste Management	778	963	1,377	1,431	1,467
HEALTH SERVICES					
General Health	78	78	78	78	78
SOCIAL & FAMILY SERVICES					
Services for Seniors	372	372	361	361	361
RECREATION & CULTURAL SERVICES					
Library	2	132	157	157	157
Conservation Authority	155	178	192	208	226
ECONOMIC DEVELOPMENT & PLANNING					
Economic Development	266	266	266	266	256
Planning	0	61	61	61	61
TOTAL	13,390	19,099	23,216	24,084	26,876



PROJECTION OF INTERNAL DEBT OUTSTANDING

	1996	1997	1998	1999	2000
	\$000	\$000	\$000	\$000	\$000
GENERAL GOVERNMENT SERVICES					
Accommodation	152	109	63	15	8
Corporate Services	1,004	924	6,109	5,869	5,615
Information Systems	104	71	37	14	(0)
Human Resources	184	142	97	50	(0)
PROTECTION TO PERSONS & PROPERTY					
Police	12,880	11,654	9,919	8,383	7,067
Emergency Services	300	232	159	82	0
TRANSPORTATION SERVICES					
Roadways	3,858	3,465	3,044	2,842	2,628
Transit - H.S.R.	16,330	19,208	18,863	18,477	18,005
D.A.R.T.S.	1,745	2,440	2,478	2,259	2,574
Airport	223	203	178	149	114
ENVIRONMENTAL SERVICES					
Sanitary Sewers	22,748	35,498	36,641	46,793	51,362
Storm Sewers	22,085	24,649	27,088	29,371	31,030
Waterworks	25,024	28,591	30,994	33,482	33,562
Waste Management	6,643	9,356	9,011	8,347	7,610
HEALTH SERVICES					
General Health	286	231	172	107	37
SOCIAL & FAMILY SERVICES					
Services for Seniors	2,717	2,584	2,450	2,304	2,145
RECREATION & CULTURAL SERVICES					
Library	1,064	1,094	998	896	789
Conservation Authority	1,051	1,046	1,035	1,022	854
ECONOMIC DEVELOPMENT & PLANNING					
Economic Development	946	737	516	281	42
Planning	547	516	483	448	412
TOTAL	119,891	142,749	150,336	161,191	163,854



DEBENTURE FINANCING POLICIES - Adopted by Regional Council

1. That no debentures be issued by the Region for Road purposes of the existing Regional Road System. (Adopted February 3, 1976.) However, on March 17, 1987, and April 18, 1989, Regional Council authorized exceptions to this policy. The use of debenture financing was approved for the Accelerated Roadway Rehabilitation Program and the Enhanced Road Program in the amounts of \$46,797,000 and \$10,385,000 respectively. These are special projects of a non-recurring nature.
2. That the Region establish policies that will enable it to limit its annual debt charges for Transit purposes to 25.0% of the Levy for Transit and that the Region not issue debt for Transit purposes on its own behalf when that limit is exceeded. (Adopted March 2, 1982.)
3. That the Region establish policies that will enable it to limit its annual debt charges for all tax supported services, except for Water and Sanitary Sewers and Storm Sewers, to 10.0% of the sum of the Regional General Levy and all unconditional grants and that the Region not issue debentures on its own behalf for general purposes when that limit is exceeded. (Adopted August 15, 1978.)
4. That the Region establish policies that will enable it to limit its annual debt charges for Water purposes to 40.0% of the Water revenue and that the Region not issue debentures for Water purposes on its own behalf when that limit is exceeded. (Adopted August 15, 1978.)
5. That the Region Establish policies that will enable it to limit its annual debt charges for Sanitary Sewer purposes up to 45.0% of the Sanitary Sewer revenues and that the Region not issue debentures for Sanitary Sewer purposes on its own behalf when that limit is exceeded. (Adopted August 15, 1978.)
6. That the Region establish policies that will enable it to limit its annual debt charges for Storm Sewer purposes to 45.0% of the Levy for Storm Sewer purposes. (Adopted August 15, 1978). The Region approved a Storm Sewer Rehabilitation Program on April 18, 1989. This program has increased debt charges over the limit of 45%.
7. That the Region curtail the issuance of debentures when the issuance of further debentures would make the annual debt charges for all Regional and Area Municipal purposes and Sewer and Water exceed 20.0% of the sum of the Municipal Levies, Unconditional Grants, Water revenues and Sanitary Sewer revenues. (Adopted August 15, 1978.)
8. That the Commissioner of Finance discuss with the Area Municipalities the implications of the Area Municipalities establishing policies that will enable them to limit their annual debt charges for local municipal purposes to 15.0% of the sum of the total local Municipal Levy (excluding Levies for regional and school purposes) and all local Unconditional Grants. (Adopted August 15, 1978.)
9. That debenture financing be used for shortfalls in development charges revenues to the extent that future collections are available to pay debt charges. That where there are insufficient collections, then capital projects be deferred until such time as collections are sufficient to cover debt charges. (Adopted December 15, 1992.)



FINANCIAL POLICIES - Adopted by Council

CURRENT BUDGET

Appropriation Transfers (Current and Capital)

Mid-year appropriation transfers between budget accounts are used to cover expenditures for which sufficient funds are not available within the Budget allocation approved by Council.

Transfers from reserves can be made to offset over-expenditures, however, these should only occur for expenditures of a non-recurring nature and only if funds cannot be found as outlined in the appropriation procedures.

No transfers will be made from one funding group (General Levy, Water Revenue, Sewer Revenue, Library Levy, Storm Sewer Levy, Transit Levy) to another, and

No appropriation transfers will be made from conference and convention accounts; accounts established for the purchase of machinery and equipment; salary and fringe benefit accounts or from debt charge accounts.

Approval authority for transfers in each financial year are at the same level as the Regional purchasing policy:

- Up to \$17,000 per activity approved by Department Head
- \$17,001 to \$27,000 approved by Chief Administrative Officer
- \$27,001 to \$55,000 approved by Regional Chairman or Chairman of the Finance Committee
- Over \$55,000 approved by Regional Council

Funding of Permanent Staff Reductions

All costs related to staff reductions are to be financed from the Productivity Enhancement Reserve and be repaid over 10 years and the repayments are to be included in the Department's base budget. (adopted January 19, 1993)

Tax Write-offs - Reserve Funding

Budgeted amounts not required for actual tax write-offs will be transferred to the Working Funds Reserve at the end of each fiscal year.

Winter Control Reserve

This reserve was created to utilize surpluses within the Winter Control program to help smooth the impact of future variations in Winter Control expenditures.



FINANCIAL POLICIES - Adopted by Council (Cont'd)

The amount transferred to the reserve is the lessor of:

1. The total surplus in the Winter Maintenance account, or
2. The amount of the surplus which increases the Winter Control Reserve Balance up to the ceiling limit of 50% of the annual Winter Maintenance Budget (Gross Expenditures). (adopted February 3, 1987 and revised June 18, 1991)

Working Fund Reserve

The operating surplus may be transferred each year to the Working Fund Reserve until a maximum ceiling of 2.0% of the General Levy is reached (adopted June 16, 1987).

CAPITAL BUDGET

Capital Budget - Net Financing Costs

On December 15, 1992 Regional Council approved that 1993 capital financing costs be maintained at the 1992 level and, in future years, increase by no more than the assessment growth of the preceding year. This policy has been implemented to ensure that future current budget increases will be manageable and not driven by the Capital Program.

Exceptions to the above policy are any projects that, if not done, would affect the health and safety of the community or any programs that are Provincially legislated as mandatory.

This policy replaces the one/two year policy for the Capital Budget. The one/two year policy required that no new projects be added in years one and two of the five-year Capital Budget.

Development Charges

The Regional Development Charges Policy imposes development charges on both residential and non-residential development in accordance with Regional Development Charges By-law R90-082 as amended. These charges are used to finance the growth-related portion of capital projects. A revised Development Charges By-law (R94-064) was approved by Regional Council on July 14, 1994.

The By-law expires July 14, 1999. The development charges provided for in the By-law shall be adjusted annually by the percentage change in the composite Southam Construction Cost Index (Ontario Series).

Development charges allow for the recovery of costs for services attributable to growth. These services include the installation of water as well as sanitary and storm sewers and the construction of roads, hospitals and other facilities for Regional staff operations.

FINANCIAL POLICIES - Adopted By Regional Council (Cont'd)

Effective August 1st, 1995, the charges for each service by type of dwelling unit are as follows:

a) Residential Development Charges

Single Component	Single Detached or Equivalent Unit	Multiple Units	Apartment Units
Police Services	\$ 172	\$ 128	\$ 74
Health Services	81	60	35
Fleet Services	27	20	12
Growth Management	16	12	7
Storm Sewers (Hamilton Only)	557	413	238
Sanitary Sewers	946	702	405
Watermains	988	735	423
Waste Management	77	57	33
Roads & Freeway	2,079	1,544	891
Transit (Hamilton Only)	95	71	41
Libraries (Excl. Hamilton/Dundas)	8	8	33
Total - City of Hamilton	\$ 5,038	\$ 3,742	\$ 2,159
Total - Town of Dundas	\$ 4,386	\$ 3,258	\$ 1,880
Total - All Other Municipalities	\$ 4,464	\$ 3,316	\$ 1,913

b) Non-Residential Development Charges per Square Foot

Area Municipalities	Phase 1 (July 15/94 to July 31/95)	Phase 2 (Aug. 1/95 to July 31/96)	Phase 3 (Aug. 1/96 to July 14/99)
Hamilton	\$ 1.30	\$ 1.95	\$ 2.60
Dundas	1.19	1.79	2.38
All other Municipalities	1.21	1.82	2.42

In 1992 Regional Council approved the use of debenture financing for shortfalls in development charge revenue to the extent that future collections are available to pay the debt charges. In addition, where there are insufficient collections, Capital projects are to be deferred until such time as collections are sufficient to cover debt charges.

Commencing in 1997, future growth related capital spending for sanitary sewers, waterworks and storm sewers is limited to the prior year's development charge collections and for roads is limited to the balance in the development charge reserve. (Adopted February 6, 1996).



FINANCIAL POLICIES - Adopted by Regional Council (Cont'd)

Industrial Land

The capital program for industrial land is to be self-supporting through contributions from the reserve and from proceeds of land sales. Sources of funding are to consist of funds transferred from the City of Hamilton, interest earned and receipts from the sale of property. Disbursements are to consist of the acquisition and the development of industrial lands. (Adopted July 18, 1985).

Self-Supporting Services

That Water rates be maintained at a level that will permit all expenditures for Water, including capital charges, to be met from those rates and those surpluses created by Water rates be set aside only for Water purposes. (Adopted July 18, 1975).

That the Sanitary Sewer revenue be maintained at a level that will permit all expenditures for Sanitary Sewers, including capital charges, to be met from the Sanitary Sewer revenue and that any surplus created by the revenue be set aside only for Sanitary Sewer purposes. (Adopted July 18, 1975).

That the Levy for Storm Sewers be utilized only for Storm Sewer purposes and that all expenditures, in respect of Storm Sewers, be met from the Levy. (Adopted July 18, 1975).

Pay-As-You-Go

On February 1, 1983, Regional Council formally adopted the Pay-As-You-Go Capital Financing Policy. Under this policy, the Region no longer issues debt for its own purposes. The policy is a three-phase plan that allows for the gradual conversion of the capital spending program to a point where it is fully financed from the operating program. As the percentage of the operating budget utilized for debt charges decreases, the amount available for direct contribution increases, eventually to the point where sufficient funds are available to meet all foreseen capital expenditures.

The three phases are described below:

Phase I During this phase, contributions from operating programs are gradually increased, reserve funds are established and annual debenture requirements decline.

Phase II This phase commences when reserves have increased to a level where annual capital expenditures, net of operating budget contribution, can be met from the reserves without need for external debentures. This phase introduces internal debt financing through revolving reserve funds. Reserves are repaid through internal debt charges.

Phase III This phase commences when the contributions from operating budget are sufficient to meet annual capital requirements.



SELECTED ECONOMIC INDICATORS

	Actual 1993	Actual 1994	Actual 1995	Forecast 1996
POPULATION	458,576	457,687	462,476	N/A
CONSUMER PRICE INFLATION (%)				
Canada	1.8	0.2	2.1	1.6
Ontario	1.7	0.1	2.3	1.5
UNEMPLOYMENT (%)				
Canada	11.2	10.4	9.5	9.4
Ontario	10.7	9.6	8.7	9.2
Hamilton-Wentworth	9.3	8.4	7.9	7.4
PRIME RATE (% Annual avg.)	5.94	6.88	9.21	6.0
EXCHANGE RATE (cents US avg.)	77.55	73.21	73.18	73.30
HOUSING STARTS				
Canada	155,443	127,000	111,000	120,000
Ontario	45,140	42,000	35,800	42,000
Hamilton CMA *	2,989	2,833	2,001	2,300
BUILDING PERMITS (in \$'000s)				
Hamilton-Wentworth	341,159	324,253	303,786	N/A

* Hamilton CMA - Hamilton Census Metropolitan Area which includes Grimsby & Burlington
 - CMHC forecast at first quarter of 1995

Sources:

Nesbitt Burns Economic Department
 TD Bank, Department of Economic Research
 Wood Gundy Economics Department
 Statistics Canada
 CMHC
 RBC Dominion Securities



ASSUMPTIONS - 1996 CURRENT BUDGET

The following assumptions have been consistently applied throughout the Current Budget:

1. Salaries and wages reflect merit increases only as contracts remain under negotiation after expiry of the social contract legislation
2. Fringe Benefits have been based on known rate increases or on a rate comparable to the level of inflation if not covered by union agreements.
3. Worker's Compensation provisions are based on the level of experience in the previous year.
4. Rate increases for utilities, postage etc. have been provided for as follows:

Natural Gas	2.20/ gigajoule
Office Supplies	0%
Hydro	0%
Telephone	0%
Gasoline	(8%) decrease
Postage	0%

5. The following key economic indicators underlie the provisions contained in this budget:

Inflation Rate	1.4% - May '96
Unemployment Rate	9.4% - April '96
U.S. Exchange Rate	135.5% - April '96
Prime Interest Rate	6.50% - April '96

6. Provisions for insurance costs reflect changes in coverage, previous claims experience and the conditions in the insurance market.
7. Rental provisions are in accordance with negotiated lease agreements.
8. Internal charges for services provided to operating departments remain at 1995 levels.
9. Provincial subsidies relating to specific programs are proportional to changes in spending levels and reflect recent announcements of reductions.
10. Debt charges and contributions to capital are in accordance with the approved 1996 - 2000 Capital Budget.



ASSUMPTIONS - 1996-2000 CAPITAL BUDGET

The following assumptions have been consistently applied throughout the Five-Year Capital Budget forecasts:

1. Interest Rates

	1996 (%)	1997 (%)	1998 (%)	1999 (%)	2000 (%)
a) Internal Financing	5.5	5.5	5.5	5.5	5.5
External Financing	9.0	9.0	9.0	9.0	9.0
b) Inflation	3.0	3.0	3.0	3.0	3.0

2. Cash flows are assumed to occur evenly throughout the year unless indicated otherwise.
3. Incremental operating costs resulting from capital activities are reflected in Current Budget Multi-Year Forecasts.
4. Development charge revenues are included in the full proportion of budgeted costs per the 1994 Development Charges Study regardless of projected collections, except for the Freeway Project in which case forecast collections are used for the Freeway financing plan.
5. For interest calculation purposes, budgeted grants, subsidies and tax levies are received evenly throughout the year.
6. Reserve transfers are made on December 31.



ASSUMPTIONS - 1997 - 2000 MULTI-YEAR CURRENT BUDGET

	1997	1998	1999	2000
Assessment Growth	.5%	.5%	.5%	.5%
General Inflation	2.0%	2.0%	2.0%	2.0%
Government Grants - Unconditional	\$12.6M (34.4%)	\$9.5M (25%)	\$9.5M (0%)	\$9.5M (0%)
Supplementary Taxes	\$2.07M	\$2.07M	\$2.07M	\$2.07M
Fares, Fees and Service Charges	Increased by general inflation			
Tax Write-offs	Increased by general inflation			
Billings to Area Municipalities	Increased by general inflation			
Investment Income	\$0.84M	\$0.84M	\$0.84M	\$0.84M
<i>Transit Levy</i> Ridership Revenue	Remains at same level as 1996			
New/Enhanced Programs	No new/enhanced programs added in 1997-2000			



GLOSSARY OF TERMS

Apportionment

Expressed as a percentage, this represents each area municipality's share of the Region's levies to be raised through taxation. Apportionment is based on a complex formula which converts property assessment to equalized assessment. Each area municipality's apportionment is equal to its proportionate share of the total discounted equalized assessment (market value) within the Region.

Boards and Commissions

Autonomous and semi-autonomous bodies such as the Police Commission and the Library Board for which the Region is responsible for funding from property taxation.

Canada/Ontario Infrastructure Program (COIP)

Joint venture by the Federal and Provincial Government to provide two-thirds funding to renew and enhance Ontario's physical infrastructure in local communities.

Consolidated Expenditure

Total of Operating Expenditures, including Capital Financing Expenditures for all functions.

Consolidated Revenue

Total of Operating Revenues for all Functions.

Charges to Other Functions

Internal charges for services provided to other functions.

Capital Financing Expenditures

Expenditure resulting from Capital Budget includes:

Debt Charges - Existing

- Debt Charges on funds borrowed internally or externally in previous years.

Debt Charges - New

- Debt charges on funds borrowed internally or externally in 1995 and onwards.

Contribution to Capital

- Funds earmarked in current operating budgets to aid in financing capital projects.

Committee of the Whole

Members of Council sitting as a committee.



GLOSSARY OF TERMS

D.A.R.T.S

Disabled and Aged Regional Transit System, provides transit services for the physically disabled.

External Debenture Debt Charges

Debt charges on funds borrowed on the long term capital markets.

G.S.T.

Goods and Services Tax implemented by the federal government effective January 1, 1991.

H.S.R./Urban Transit Special Levy

Hamilton Street Railway - Urban Transit System within the boundaries of the City of Hamilton. Services beyond the City of Hamilton boundaries are recovered from each area municipality under Route Deficit Agreements.

Incremental Operating Costs

Costs generated by the capital expenditure which impact on future operating budgets. (i.e. Additional staff and materials required for new water pumping station).

Industrial Land

Fully serviced Regionally-owned land which is offered for sale for the purpose of attracting commercial and industrial development within the Region.

Internal Debt Charges

Debt charges on funds borrowed from Regional Reserves.

Maintenance Level Budget

The Maintenance Budget reflects prior service levels at today's prices.



GLOSSARY OF TERMS

M.A.P.

Management Action Plan

Net Expenditure

Total expenditures less Program Revenues.

PaRCILS

Parcel-related Computer Information Library System.

Payments in Lieu

Under present legislation, certain organizations are required to make payments as defined by legislation, in place of property taxes. These include hospitals, telephone and telegraph companies, colleges and universities and government offices and facilities.

Regional Chairman's Budget Steering Committee

Committee comprised of Regional Chairman, Chairmen of Standing Committees of Council and the Chairmen of the Police Services Board.

Revenue Items - Capital Budget

Subsidies

- Subsidies include Provincial and/or Federal grants specific to capital expenditure.

Current Contribution

- Funds earmarked in the current operating budgets to aid in the financing of capital projects.

Local Improvements - Owner's Share

- Portion of capital project costs which are assessed on the abutting property owners who derive benefit from the works.

Financing - External Sources

- Funds raised by the issue of debenture debt on long term capital markets.

Financing - Internal Sources

- Funds transferred from the Region's reserves

GLOSSARY OF TERMS

Revenue Items - Capital Budget (Cont'd)

Development Charge Reserve Contribution

- Charges on new development within the Region and are used to fund infrastructure projects that are related to growth.

Prior Year's Contribution

- Excess contributions from prior year's current operating budget.

Deferred Freeway Financing

- Funds transferred from Region's reserve for Freeway project.

Other Revenue

- Contribution from contractors, land sales, property rentals.

Development Charges

- As legislated by the Development Charges Act, 1989, charges imposed by municipalities upon developers on all forms of development in order to fund net capital costs that are related to growth.

Revenue Items - Current Budget

Government Grants

- Funds provided under various statutes, regulations and agreements to aid municipalities.

Ontario Unconditional

- Provincial grants based on various factors including house holds, levies, and assessment.

Ontario Conditional

- Provincial grants on specific types of current expenditures.

Canada Specific

- Federal grants based on specific current expenditures.

Fees from Users

- Revenue received on a fee, fare, or service charge basis. (Transit fares, subdivision fees, etc.)

Direct Billings - Rates

- Direct charges to users for use of water and sanitary sewers.

Billings to Area Municipalities

- Direct charges to Area Municipalities for specific services provided.

GLOSSARY OF TERMS

Revenue Items - Other - (Regional Sources)

Supplementary Taxes

- Additional tax revenue received as a result of new developments added to the tax roll.

Prior Year's Surplus

- Excess revenue over expenditure carried forward from previous year.

Current Year's Surplus

- Excess current year revenue over current year expenditure.

Self-Supporting Services

- User supported services - water and sanitary sewers. Revenue is not raised through property taxation but on a user fee basis.

Tax Levy

- The total net expenditure of programs which has to be raised through property taxation. This levied against all area municipalities based on each area municipality's portion of the total equalized assessment within the Region as determined by the Province of Ontario. Collections are made by the area municipalities through property taxes and forwarded to the Region. The following are the Regional levies:

⇒ General Levy	* levied on all municipalities
⇒ Storm Sewer Levy	* levied on City of Hamilton only
⇒ Transit Levy	* levied on City of Hamilton only
⇒ Library Levy	* levied on municipalities of Ancaster, Flamborough, Glanbrook and Stoney Creek

Social Contract

The implementation of a Reduction/Savings Program by the Provincial Government over a three year period 1994-1996. Savings are to be generated primarily through reductions in compensation in the public sector.

Taxable Assessment

Value placed on property for which a mill rate is applied for purposes of determining property taxes. The method of determining taxable assessment is the same within each local area municipality, but each is based on different factors. For example, Hamilton's assessment for 1988 taxation is based upon 1975 market values while Dundas's is based upon 1984 market values. This market value is then divided by historical factors to determining taxable assessment.



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